

**T.R.N.C**  
**NEAR EAST UNIVERSITY**  
**INSTITUTE OF HEALTH SCIENCES**

**OBSTACLES TO APPLYING TOTAL QUALITY MANAGEMENT TO**  
**SPORT CLUBS**

**HAWRE RASOOL SALEH**

**PHYSICAL EDUCATION AND SPORT**  
**MASTER THESIS**

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(IRAQ KURDISTAN REGION)**

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**GIFING**

**DEDICATED TO ALL OF MY FAMILY MEMBER**

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## ABSTRACT

**HAWRE RASOOL SALEH. Obstacles to applying total quality management to sport clubs, Near East University, Institute of Health Sciences, School of Physical Education and Sports, Master Thesis, Nicosia, 2017.**

The main aim of the study is to identify the obstacles that hinder the application of total quality management (TQM) in Gymnastic Clubs in Kurdish Region of Iraq. A qualitative research based that uses case study was adopted in six different Gymnastic clubs in Kurdish Region Iraq.

Quantitative approach that includes questionnaires was used. The instrument compose of three sections that include demographic features of the respondents', the potential benefits that can be reaped from applying TQM and the last section outlined the obstacles encountered when applying TQM. The research sample was selected and six different gymnastic clubs from Kurdish region of Iraq were selected. The total sample size was 54 questionnaires were administered, six different clubs that acted as subjects include Handren, Jehan, Braeayte, Zeravane, Aso and Peshkawtn. Also, the research uses descriptive statistics such as mean and Standard deviations to determine the responsiveness of the variables to a change in either a situation or strategy. SPSS version 20 was used for this. An interview was conducted to four of the management staff of the sport clubs. Based on the interview responses, discoveries were made that TQM practices are rarely applied in most sporting disciplines. Solutions to addressing such problems therefore lie in ensuring that TQM knowledge is widely dispensed in sports. This can be either be done by enforcing quality standards in sporting disciplines. The obstacle of TQM in sport management and the results show that there is significant threat emanating from lack of backing and commitment from top government with  $4.57 \pm 1.07$ , the inability to measure performance with  $3.89 \pm 1.02$ , the third most obstacle is lack of enough knowledge on TQM practice with  $3.26 \pm 1.47$ . Thus, the reliability analysis of the study was found to be 0.81 which shows an excellent reliability value (internal consistency) in the study. Based on the established results, it can be concluded there is obstacle to the application of total quality management in sporting clubs in KRG which accept the hypothesis of this study.

**Keywords:** Obstacles, Quality, Total Quality Management (TQM), Gymnastic clubs.

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## **LIST OF ABBREVIATIONS**

**TQM** - Total Quality Management

**OTT** - Over-The-Top

**KRG** -Kurdistan regional government

**FIFA** - International Federation of association football

**AFC** -Association football Club

**DFS** - Daily Fantast Sports

## CHAPTER 1

### INTRODUCTION

#### 1.1 Background to study

The sporting community has been under fire from various individual groups and corporations citing that it fails in certain circumstances to deliver services that are up to par value. Such criticism ranges from scandals and malpractices by sportsmen. A lot of initiatives have been proffered to examine and analyze the cause of such undesirable outcomes and studies have revealed that there are vast obstacles that can hinder the successful development of sports.

Meanwhile, total quality management (TQM) is an umbrella concept that encompasses various aspects and it extends to cover broader aspects in services, construction, production and business management.

Dynamic changes that have been experienced worldwide have posed significant implications to the application of TQM. Such implications have also posed both challenges and opportunities. This implies that there are factors which have greatly hampered the successful application of TQM in sports as well as those that have greatly aided application of TQM. Studies undertaken by Nova (2004) outlined that current concepts that are being applied have dramatically changed extending to a strong bias towards technological innovation. This is seeing things such as Sports, Over-the-top (OTT) streaming platforms, Sports betting, and wearable's and cognitive analytics coming and proliferating into the spot light.

On the other hand, the application of strategies has also taken a different twist and this has caused significant changes in adoption, formulation and implementation of strategies. The application of strategies and concepts in organization is now encompassing broader aspects that span from management to identification, analysis, formulation and implementation. This has however has been characterized by numerous obstacles and assertions by Nova (2004) revealed that such obstacles will continue to exist in sports unless a proper approach is devised. Studies by Nova (2004) further revealed that sporting disciplines are among the top organizations that are affected by such obstacles. As such the application of TQM in sports will not yield the desired results unless these obstacles are

dealt with. This was reinforced by Chelladurai and Chang (2000) who outlined that TQM requires certain standard to be upheld if it is to yield satisfactory results. Among the reasons that were put forward to the cause of such obstacles, is the target. This implies that TQM targets have a strong association that is heavily dependent on the application of TQM. Inspire of all these issues and challenges, inconsistencies in results and performance in the sporting community have experienced and major contentions point to obstacles to the application of TQM. This study therefore thrives to examine the obstacles that are hampering sports development in the context of Kurdistan Region of Iraq.

## **1.2 Problem statement**

There are numerous contentions that have established concerning the application of total quality management in sports. For instance, ideas outlined by Deloitte (2015) asserts that sports industry trends are more likely to continue to evolve and proliferate on high magnitude and this entails that conditions under which TQM can be applied will vary dramatically. Furthermore, Belhaj (2005) postulates that TQM is a complex concept which encompasses a lot of concept. Chelladurai and Chang (2000) contend that standards, under which TQM can be applied in sports, demand a lot of frameworks to be put in place. However, the under the same notion of TQM in sports, Chelladurai and Chang (2000) highlighted that is a significant probability that TQM will yield substantial results in sports but under stipulated conditions which may requires changes in top management and continuous developments in sports. Salegna, Fazel, and Farzaneh (2000) echoed the same sentiments and postulated that obstacles to TQM can be eradicated but on the condition that proper identification and strategies are undertaken. This entails that there is no proper description of the obstacles that hamper the application of TQM in sports, conditions under which TQM can be effectively applied and proper institutional frameworks. This study therefore seeks to examine obstacles to the application of TQM, conditions under which TQM can be applied and proffer solutions that can aid in maximizing the effectiveness of TQM in sports.



### **1.3 Hypothesis**

Established theory or previous research suggest that the greater the degree to which comprehensive dimensions of TQM practices are adopted by an institution, the greater the advantages achieved, and the higher the institution's performance (Coff 1999). Therefore, the hypotheses are going to be tested through measure TQM and related subjects in the questionnaire; the following hypothesis has been formulated for this study:

H1: Are there advantages of TQM in sports management in KRG?

H2: Are there obstacles of TQM in sports management in general or according to views of the respondents of Management, Trainer, and Members?

H3: Are there circumstances and solutions surrounding the effective application of TQM?

### **1.4 Research objectives**

The study thrives to identify obstacles to applying total quality management in sports with regards Kurdistan Region of Iraq. Other objectives of the study are;

1. To determine possible benefits that can be obtained from the application of TQM in sports.
2. To examine circumstances under which total quality management can be applied in sports so as to yield effective results.
3. To proffer solutions that can be used to eradicate obstacles to the application of total quality management in sports.

### **1.5 Research questions**

With regards to the above mentioned objectives, the following research questions can be formulated;

1. What are the obstacles to applying total quality management in sports with regards Kurdistan Region of Iraq?
2. What are the possible benefits that can be obtained from the application of TQM in sports?

3. Under what circumstances does total quality management can be applied in sports so as to yield effective results?
4. What solutions can be used to eradicate obstacles to the application of total quality management in sports?

### **1.6 Significance of the study**

The significance of the study is attached to the outlining of the keys hindrances that hamper the application of total quality management in sports in Kurdistan in consequence, thereby resulting in major improvements in sports which can range from development, management, undertaking and enjoyment of sports in Kurdistan. The importance of the study also has substantial benefits which extend to other sectors such as economic development and tourism as an influx of participating sporting nations travel to Kurdistan to engage in sporting activities.

### **1.7 Organization of the study**

The study is structure into six chapters in which chapter one deals with the underlying issues surrounding the concept of total quality management in sports. Chapter two provides a description of the literature review that was employed to identify and examine the obstacles to the application of total quality management in sports. A general overview of sports and total quality management in Kurdistan is highlighted in chapter three while chapter four provides a detailed outlined of the methodology that was employed in this study. Analysis and presentation of the results is undertaken in chapter five while chapter six concludes the study by looking at recommendations, conclusions and suggestion for future studies.

## **CHAPTER 2**

### **GENERAL INFORMATION**

#### **2.1 Introduction**

This chapter will look at the concepts surrounding total quality management. Various definitions of total quality management will be given from different literature. Furthermore, the chapter will look at previous research done based on total quality management. A closer look at the obstacles surrounding the implementation of total quality management is discussed. Challenges, approaches and principles of total quality management will be discussed in this section.

#### **2.2 The concept of quality management**

Oluwatoyin and Olusegun (2008) define quality management as the setting up of goals and objectives and coming up with the relevant policies to mitigate or reduce mistakes. It also involves planning and implementation of control systems necessary to obtain feedback and apply the correct action. Quality management seeks to exterminate failure by making sure that products, services and processes come out in the best way. Quality management is applied in two ways, firstly by satisfying customer needs and secondly by improving the management of the business in this case sporting clubs in the Kurdistan region of Iraq. In order to reduce or eliminate failure through quality management, an organization needs to control, plan and organize their processes in an efficient manner. According to Dale (1994), there are basically three stages of total quality management and these are explained below.

##### **2.2.1 Quality control**

This stage acts as an effective mechanism for ensuring that quality is managed efficiently. Quality control is conducted at the end of process and is usually done by checking the products and services. Thomas (2000) stipulated that quality control is important as it ensures that quality performance is achieved and if not, the paucity identified will be resolved. Quality control takes appropriate measures to ensure that the consumer does not end up with a defect product.

### 2.2.2 Quality assurance

According to Dale et al (1994), quality assurance is a deterrence built system, which develops products and service quality through more productivity on the product and service in question. With increased productivity by placing the emphasis on product, service and technique design. Assurance is concerned about organizing the different stages of quality in order to minimize glitches from coming up. The philosophy of this is that quality assurance should be implemented at the start and that any problems or challenges that occur emanate from the poor process design. Lockwood (1996) points out that quality assurance should be a proactive approach instead of reactive approach. Oakland (1995) states that people in the organizing should be encouraged and motivated to take part and motivated so that quality is improved and problems are minimize.

### 2.2.3 Inspection

Inspection involves checking if a product or service meets the required specifications or requirements in order to determine conformity. It is the best way to avoid disaster and ensure quality is produced by detecting defects. Deming (1986) argues that inspection is not an effective way because it tends to be costly and wastes a lot of time by checking products or reevaluating service provision. The author argues that businesses should focus more time on improving the process of production rather than inspection.



Figure2.1: Stages of quality management (Source: Belhaj, 2015)

### 2.3 Total Quality Management (TQM)

Total quality management is an important part in all business aspects. According Oluwatoyin and Olusegun (2008), TQM is defined as the process of implementing quality management in all areas of an institution, ranging from customers to suppliers and their involvement in the overall business practice. Total quality management is an ongoing process in a business as it continually has to implemented and fostered in order to achieve the desired goals and attain the required level success in a competitive environment. Ho (1999) defined the meanings of TQM as:

- **Total-** all individuals of an institution take part in continuous improvement;
- **Quality-**meeting total fulfillment of customers (requests and anticipations);
- **Management-** managers continuously keep commitment to total quality

It is the duty of everyone in an organizing to be actively involved in ensuring quality is delivered and produced. According to Mohammed (2006), in order to achieve TQM, stakeholders need to integrate quality preservation, quality growth and quality improvement. By so doing full satisfaction is obtained from customers and everyone involved in the process of producing quality. TQM seeks to achieve consumer approval through efficiency, consistency and maintaining profits. TQM is the mixture of the institutional, technical and cultural elements of an organization (Tickle, 2001).

**Table 2.1**The stages of quality management and characteristics

TOTAL QUALITY MANAGEMENT	Implementing policies engaging customers and suppliers Very operational oriented Covers all processes Involves measuring organizational performance Team work Employee
QUALITY ASSURANCE	Promotes Quality Quality planning thorough quality procedures Quality costs usage There is non-production operation Uses effect analysis
QUALITY CONTROL	Quality manuals Performance reviews Individual inspection

	Product analysis Quality planning Statistics control
INSPECTION	Re-blending and grading Corrective measures Error Identification

Source: Oluwatoyin and Oluseun (2008)

## 2.4 Strategies of Implementing TQM

In order to implement total quality management in an institution, a number of approaches need to be considered by the management. According to ASQ (2014), the implementation and planning of TQM does not come in one way. There are a number of strategies that an institution can adopt to best suit their needs. This is because organizations differ in their management practices, organizational culture and the processes they adopt to deliver their products.

When implementing TQM, management need to study their consumers and know how they define their quality. By so doing they are sure to meet the standards of the consumer and ensure that fewer problems occur at the end of the production process. Adler (1994) advocates for the use of customer surveys in order to find out what exactly is important for the customer. Huang and Lin (2002) supports this notion by stating that it offers more room for improvement. Below is a list of approaches that management can examine in order to check which one best suits their organization.

### 2.4.1 The Organizational Approach

A firm that decides to adopt this approach observes what other organizations have done and undertakes the same strategy in order to attain success within their own organization. This involves conducting a survey of all the business in line with the organization in question. However, Dubas and Nijhawan (2005) note that firm need to be aware of this approach so that they do not adopt the same hidden mistakes taken from the organization they adopted the strategy from.

### **2.4.2 The Japanese Total Quality Approach**

Institutions that implement TQM using this strategy look at the implementation process and strategies used by prize winning institutions and employ techniques in their in-house TQM implementation process.

### **2.4.3 The award criteria approach**

Some institutions use this model by identifying awards given for quality assurance and control in a bid to minimize their failure. TQM implementation then makes sure that the principles and standards stipulated in the awards are met. Jordan (2002) argues that it is not wise to use the award because organizations will lose focus on the unique products they need to produce. While Kuzenga (2012) argues that some institutions have managed to use this approach and excel as a result of improvements and standards set in the awards.

### **2.4.4 The TQM Element Approach**

This strategy incorporates all the necessary business processes and uses the tools of TQM to foster developments. This approach was often used in the 1980s when TQM implementation was still a learning curve for most organizations. This method has a number of ways such as quality function deployment, statistical process control and quality circles.

### **2.4.5 The Guru Approach**

Through this strategy a firm will identify useful handouts, articles and teachings written by others as a guide to determine the deficiencies within their institution. Solutions are then provided afterwards after the deficiencies have been noted.

## **2.5 TQM Implementation**

Successful implementation of TQM triggers business excellence and competitive advantage. TQM is implemented in a variety of way as discussed above but there are four stages that need to adhered to when implementing TQM. These are;

**Identification and preparation-** a very important stage that looks at the problems encountered by the whole organization and preparing tasks that would rectify the problems so as to boost the operational performance

**Management understanding and commitment-** top management should be able to understand the concept and be committed to the whole process of TQM.

**Scheme for improvement-** setting a scheme that would enable training and communication of ideas, problems and decisions

**Critical analysis-** this involves establishing goals and providing further improvements as well as critically analyzing the whole process and providing the necessary feedback to the executives.

## **2.6 The principles of Quality Management**

An organization needs to undergo or review certain principles before it incorporates total quality management. The lack of these principles will in an organization pose as obstacles in the implementation of TQM.

### **2.6.1 Commitment of top management and their leadership ability.**

Kuzenga (2012) asserts that management needs to be fully committed in the whole concept of TQM. They need to incorporate it into the organizational culture and ensure that there is excellent corporation within the institution. The institutions performance is improved through the implementation of TQM. In order to make sure full efficiency is utilized, TQM must start at the top (Oakland; 1993). This is supported by Cooper and Ellram (1993) who state that leadership plays an important factor especially when the company needs to establish a strong bond with the suppliers and other personnel involved in quality management. Dubas and Nijhawan (2005) further state that the commitment of top leaders will encourage the rest of the subordinates in delivering quality services and product. As postulated by Andrie (1994), TQM needs a clear long term leadership commitment. This means that, when a strong bond is established with customers, the long term success of the organization is guaranteed.



### **2.6.2 Cultural change**

A suitable culture for the organization that meets both internal and external needs of the people involved is considered key principle to the success of TQM. Most organizations tend to lose sight of the customer needs therefore a more defined culture that focuses on being customer centric is suitable in this modern environment. A good culture is the life blood of the organization (Dale; 1994). Culture is important as it assists in the planning and implementation of a firm's Strategy.

However, resistance to change can be encountered in an organization that refuses to move away from its traditional ways. TQM focuses on changing the approach of managing quality that is beat acritic and provides little innovation to take place.

### **2.6.3 Customer focus**

TQM drives at satisfying the customer. Therefore, an institution will make it its goal to meet those needs by developing a customer operational process. A close relationship is therefore needed between the institution and the customers so that the right information can be gathered and by so doing the organization will be able to know how to improve, measure the customer requirements. Customer satisfaction will be achieved when all the features required by the customers are provided. According to Jablonski (2002), customers influence the quality of products or services they are given.

A different approach to view is by acknowledged that every institution is made up of potential customers and suppliers internally. This simply means that ever person involved in the production process is a potential customer and supplier. The production system is set up in such a way those workers expectations should be accomplished along the production chain.

### **2.6.4 Total Involvement**

In reference to TQM, total involvement means that employees need to participate and contribute to the overall objective of total quality management. The theory suggests that an institution should have a high degree of freedom for employees to make the best decisions concerning the quality of products or services they are responsible for (Dale and Cooper, 1993). Dimitriadis (2000) supports this notion by stating that workers will be able

to apply decision making, problem solving and information handling. According to Omachonu and Ross (1994), total involvement improves the internal and external customer satisfaction which could likely boost the innovativeness of the workers.

### **2.6.5 Continuous improvement**

This principle considers a continuous ever evolving process of looking for new ways to improve the products and services rendered by an institution. It is important as it ensures that customers do not move away from the organization in pursuit of better products. Dean and Bowen (1994) support this notion stating that customer satisfaction is maintained through continuous rejuvenation of processes that produce the required needs of the customer.

As part of total quality management, continuous improvement is a cyclical process that should be carried out for the benefit of the company in reducing defects. Stahl (1995), states that continuous improvement should produce an organizational structure that yields value to existing customers. In the present ever changing environment, continuous improvement is mandatory so that the changing needs of clients are also met. Furthermore, companies need this strategy in order to stay ahead of competition (Fuentes-Fuentes, 2004).

### **2.6.6 Training**

Without proper skills and mind-set for TQM, an organization will not be able to fully implement TQM. Therefore, training employees will assist them in reaping the rewards of TQM. Further quality improvement is maintained. The availability of training ensures that workers are prone to opportunities and equipped with the necessary knowledge for managing quality. Therefore, training in sports clubs in Kurdistan should be seen as a lifetime process and not a once off agenda.

### **2.6.7 Teamwork**

Teamwork is critical to the success of TQM. Good team work results in quality production process. According to Dale (1994), team work is one of the characteristics of total involvement. When implementing TQM an effective team stimulates positive

attitudes especially when changing from the traditional to the more refined TQM practice. Benefits of teamwork include;

- Suggestions put forward by teams are more acceptable and understood as compared to individual presentation.
- Problems are resolved faster as everyone pitches their idea, more so, difficult problems are easily resolved more efficiently than when one person is faced with a challenge.
- Teamwork lifts workers' spirits by working together and making decision as a team. (Oakland, 1995).

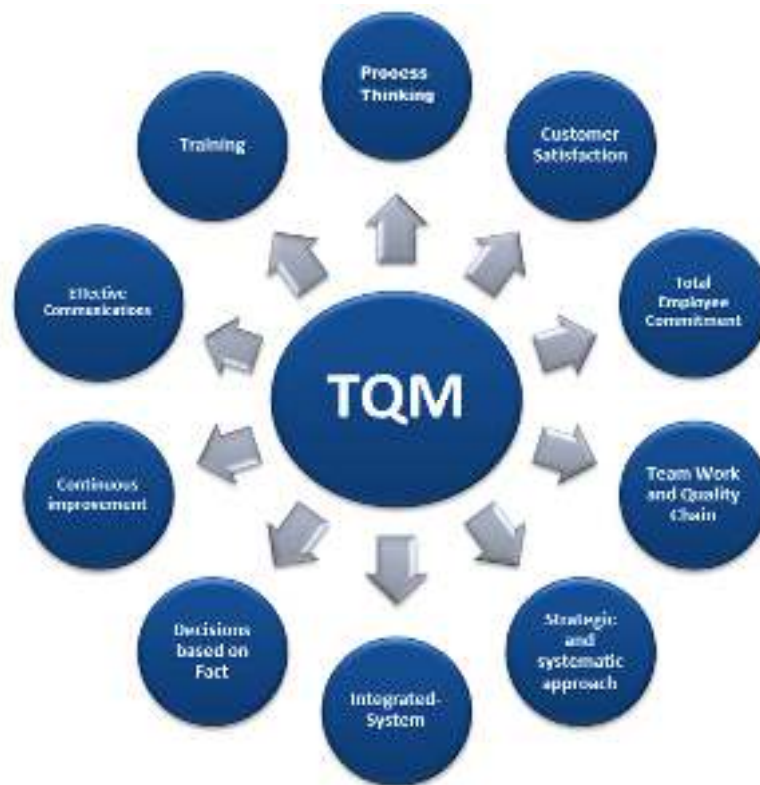


Figure2.2: Principles of TQM (Source: Belhaj, 2015)

## 2.7 Phases OF TQM Implementation

Dale et al, (1994) recognized six diverse aspects of TQM application which include improvers', pushers, tool and drifters grant champs uncommitted and world class. As indicated by them, these stages don't as a matter of course speaks to the level which associations go effect TQM ventures. Such phases as indicated by Dale et al., aid companies in recognizing their shortcomings and proffering answers for them using constant change.

**Tool pushers:** Engage in TQM but are not able to use the tools in an effective manner. Quality tools they use include but are not limited to quality circles, and quality improvement groups. When they fail in their endeavor of TQM, they blame the tools that they are inadequate in boosting their organization. Major characteristics for this group include:

- A problem in toward meeting deals target.
- Solving current issues as opposed to future issues
- Non responsibility of each senior administrator to TQM
- TQM does not work in each aspect of the company
- Organizations under this classification are more experienced in quality change when contrasted to drifters

**Uncommitted:** - This stage addresses organizations which do not have a realistic methodology of significant worth change. Organizations on such levels perceive quality change to be extra costs and in this way have no enthusiasm for quality change ventures, for instance, getting ready of laborers. Firms in this stage are named uncommitted in light of the way that they don't think about the upside of significant worth change and don't have an appropriate quality change game plan (Dale et al, 1994). The organizations of these affiliations are depicted by a complement on return of offers and net asset used. Additional similar customary parts are outlined featured by Dale et al (1994).

- Workers have little toward quality.
- Full examination of materials is carried on approaching material and at vital focuses amid the procedure of creation.

- Lack of correspondence among the different units especially managers and other staff of generation even between the top administration and other workers.
- Minimal contact with clients.

**World class:** Dale (1994) states that firms are described by the TQM change and business methodologies to the satisfaction clients. The firms that have achieved this stage are dependably looking for chances to enhance their administrations to fulfill client's requests. It was further clarified that the center of TQM here is on upgrading intensity by impacting the impression of clients to the organization through the constant development of the company advertising. The assignment of fulfilling clients is an objective for each member of the firm.

**Award Winners:** These firms belonging to this group are winners since they have achieved a point in their TQM development where the society, values and trust abilities relationship and workers has become a part of their daily activity. In these sort of firms each individual from staff perceives the significance of quality and has to maintain quality. Genuine rivalry when taken into consideration reaches a point whereby an organization needs to attain the most awards as compared to others). Companies in this stage are thought to have kept an eye on the procedure of quality change as the firms have all it takes to accomplish more standards.

**Improvers:** Have been doing TQM for a number of years and making very good improvements. They comprehend that TQM is a process that takes a long time with good cultural background. They are referred to as improvers because they have made progress with regards to TQM, they have good guidelines and are able to set the pace for other to follow. The reason for this is because management is in support for TQM improvement.

**Drifters:** These are firms that have done procedure of TQM and have taken after the accessible insight and exhortation of TQM. Administration of the associations tend to survey the execution of the firm taking into account the usage of TQM and expect quick picks up. Such associations perceive TQM to be a project as opposed to a procedure therefore making the strategy have a position of safety among representatives. Dale et al (1994) noticed that associations with such a way to deal with administration are termed stray since they float from one project to the next in a begin stop style with ideas, thoughts and activity being reawakened and re-propelled under various appearances. Associations

inside this stage generally have no arrangement for the sending of TQM rationality all through the association subsequently constraining the execution of TQM to the directors and letting the shop floor well enough alone for the usage procedure.

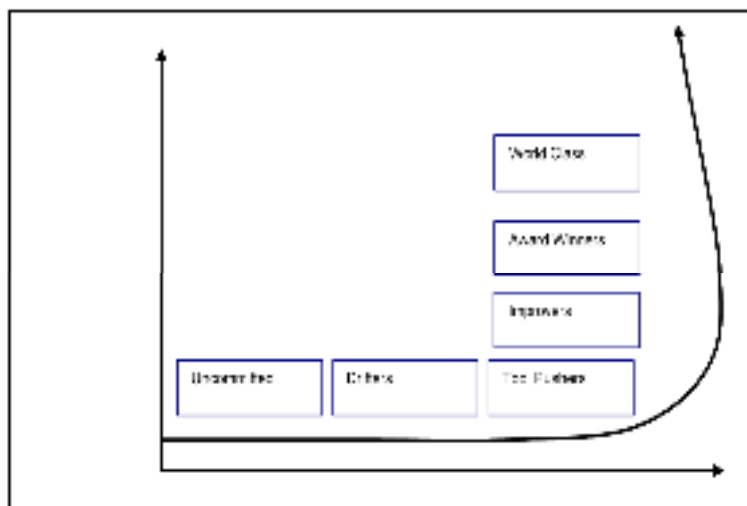


Figure 2.3: Stages of TQM implementation (Source: Oluwatoyin and Oluseun, 2008)

## 2.7 Benefits of TQM implementation

A proper implementation of total quality management gives rise to high clientele satisfaction with the product or service offered. Good quality prompts customer loyalty through satisfaction. This can result in improve business awareness as customers spread the news through word of mouth. This in turn leads to reduced costs of advertisements. According to Omachonu and Ross (1994), a competitive edge is established and increased market share and profitability is realized by the organization that implements TQM. The figure below indicates the benefits offered through customer satisfaction.

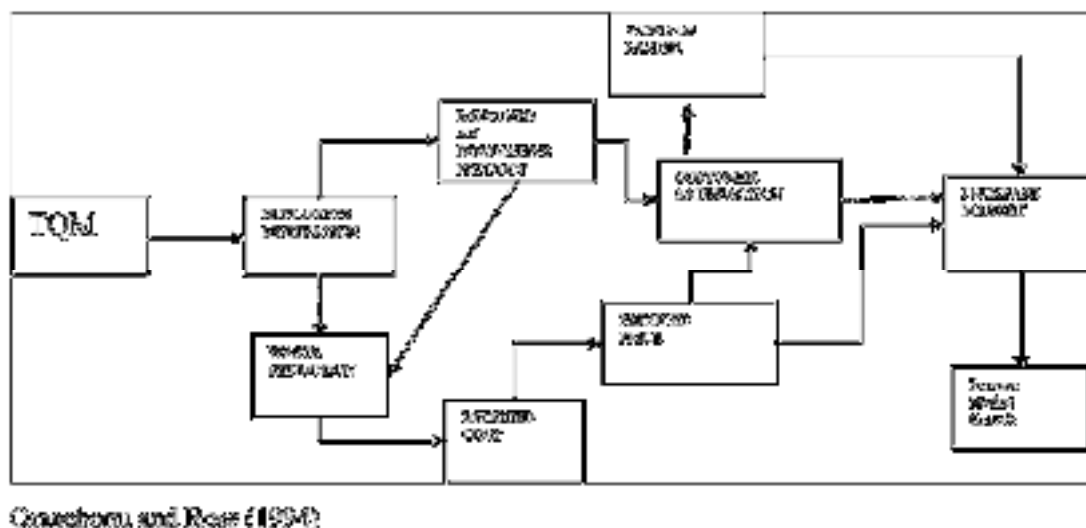


Figure2.1: The outcome of quality management (Omachonu and Ross, 1994)

TQM ensures that authority within an organization is decentralized, meaning that employees can now make decisions since they are involved in the TQM process. According to Dimitrades (2000). Based on the theory of motivation, empowering the employees to carry out decisions pertaining to his or her job makes them more accountable and produce the best results. This leads to increased employee satisfaction. Implementing TQM necessitates the production of quality once off and thereby improving efficiency of business operations.

Another benefit of implementing TQM in an institution is that inefficiency is eliminated, time wastage is reduced and customer satisfaction is derived. According to Potter (1996) eliminating inefficiency is essential in ensuring that an institution remains profitable. A constant production process is created that advances the organization both internally and externally if proper strategies are implemented an institution will be able to stay ahead of time and meet the deadlines set by the management.

Some of the features of TQM such as training, information systems management and building relationships with customers and suppliers have a positive relationship on operational performance. Sila (2007) notes that TQM helps to reduce the costs of production by means of sole sourcing. This involves selecting and approving certain suppliers to work with the company by equipping them with the necessary skills and technology for producing quality. In this regard, it shows the importance of totality of quality goes even as

far as the suppliers. The diagram below shows a summary of the benefits of TQM to 3 different groups.



Figure2.1: Benefits of TQM (Source: Jennings, 2013)

## 2.8 Obstacles in Implementing TQM

Different researchers from their studies have put across a number of challenges encountered while implementing TQM. Oakland (1995) stated that firms often think that TQM implementation is a time consuming, rigid and impersonal process. While Wilkinson stated that the lack of commitment within an organization, be it a certain group of people or the entire organization is a huge challenge in fostering quality control.

The existence of TQM in an organization helps improve the activities carried in the organization by reducing inefficiency, improving clientele satisfaction and carrying out excellent approved practice. According to Porter (1996) continuous improvement of processes in the organization is not adequate enough to keep to the institution making profits. However, Sila (2007) notes that TQM helps improve the production process by minimizing the production of scrap. Practices of TQM as advocated by many different authors in available literature purport that such practices such as training, building a relationship with suppliers and information system management do improve efficiency and high incomes for a company.



## 2.9 Empirical literature

It is important to understand what other authors have observed and suggested in their researches especially with respect to TQM. Moharer (2012) used descriptive data to analyse the total quality management in the Iranian sports manufactures. Data was collected through questionnaires from the ministry of sports. Findings of the study indicate the policy, leadership and customer focus were the most significant factors that contributed to quality management in Iranian sports companies. Results were obtained through an independent t- test.

A similar study by Moghadam (2013) who studied the most important factors of TQM in the Iranian sporting lodging industry. The author considers these factors as the key factor to every industry. In study population comprised of sport lodgers and a questionnaire was distributed to 138 employees in order to collect data. SPSS was used to analyse the data. The results found that there was poor total quality management in the firms.

Another study by Nova (2004) carried out in the Czech Republic indicated that sports personal were not aware of the importance of quality management. The author suggested that there was need to introduce strategies that would be applied in order to improve quality of products. Further suggestions were to develop a framework that would assist the managers in fully adopting quality management systems.

Altahayneh (2014) investigated the opinions of health education faculty members pertaining to the application of TQM. A sample of 72 members was selected to collect the data. 45 questionnaires were distributed in Jordan education. Results of the study indicated that TQM principles were not adequately practiced in Jordan education institutions. Results showed that different levels of education members produced different results for TQM implementation. More specifically, education level and academic opinions on TQM implementation.

Seran (2003) analyzed the relationship between TQM and information technology in Iran. The aim of the study was to find out if information technology is most likely to increase TQM in sports departments. Study population included top management in the sporting field, these were made up of about 150 candidates. Out of all the questionnaires distributed 93 were analyzed using Pearson's correlation regression analysis. Results of the

study showed that total quality management was boosted through information technology. Findings also revealed that improving quality without access to information technology is not realistic.

Perez, Minguet, and Freire, (2010) examined the dimensions of service quality and how to measure them. According to the authors SERVQUAL is not adequate enough to measure the level of quality in sports. The systems used to measure quality such ISO and EFQM model were deemed to be less appropriate and inflexible by the authors.

Salegna, Gary, Fazel and Farzaneh (2000) suggested that performance mechanisms in organization's improve when there is proper utilization of TQM systems. However, the study questioned the effectiveness of TQM programs due to poor strategic planning and lack of adequate competencies and unsuitable cultures in the organization. The authors believe that TQM system should be carried out in line with strategic goals and cultural behavior of the organization.

A similar study by Hugget (2008) advocates the establishment of a good culture and vision that reinforces TQM. The study further identifies obstacles in implementing TQM in organizations..

Another study by Moghadam (2013) looked at the challenges of implementing TQM causing serious problems. The results of the study indicated that TQM organization's assumed that challenges comprised of elements such as inadequate clientele focus, and lack of trust between employee and employer relationships. The study also considered firms that do not have TQM and they seemed to lack motivation. Suggestions of the study were to boost motivation for employees and plan adequately for TQM.

Chelladurai and Chang (2000) studied the quality of sport services based on goals of quality, principles of quality and measures of quality. The article looks at the importance of setting and using standards in quality measurement. The importance of the study is mainly directed to customers and service providers as well as managers. The study expectations would result in a form of standard and quality guarantee activities that would be implemented to boost quality.

Alsubait (2014) assessed the value of total quality management in a university set up. The main goal of the study was to find out the obstacles at King Faisal University and how the obstacles could be resolved. The author identified three obstacles which are university facilities, teaching staff and also the administration staff. A descriptive study was done and a survey was employed to collect data from female staff members at the university. Results indicated that administrative staff encounters many obstacles as compared to teaching staff and university facilities.

Sports management review (2004) conducted a study on the Flemish ministry of sports this was prompted by the imposed policy implemented as a measure to improve quality. An evaluation tool called IKSport was used on 1657 sports clubs. The tool uses a form of a system designed to foster total quality management in sports clubs. The tool identified weaknesses in the strategic planning and structure of the clubs. Also marketing management was one of the weaknesses.

Kaluzny, Mclaughlin and Simpson (1992) discuss the importance of implementing TQM on health care agencies especially those in the public sector. The authors analyses the effects of using TQM on achieving standards in an efficient and faster way. They provide guidelines necessary to reach the full potential of TQM in health institutions.

Sutcliffe and Schroeder (2005) argue that the traditional approach of TQM is no longer applicable in today's world of high risks. The authors state that this is an obstacle towards the TQM implementation stage. They advocate for a more refined approach towards TQM which addresses conditions of high uncertainty and offers a high level of information towards the accomplishment of the task.

Rodriguesa and Davilab (2014) conducted a TQM study for the purpose of testing the (Deming Management Model) DMM. The model was carried out on different sports clubs such as golf courses, ski resorts and etc. the findings of the study showed that the model was in in with services offered especially in the sporting zone. However, inconsistency was evident between customer satisfaction and the continuous improvement.

Alexandris (2004) state that that the physical environment and nature of the outcomes have huge impact on customer fulfillment. Hernandez, Mendo, and Blanco (2005) analyzed the alteration of ten measurements of PZB model to investigate the

measurements of firms' quality in sports: excitement program, proposed to bliss, security and amplexness of offices, unmistakable merchandise and association with the mentors. Gallardo and Jimenez (2004) characterize the measurements of no quality: building parts of offices, the city staff, sport and correspondence.

Quesada and Diez (2002) discuss that sport organizations is isolated into a movement of sub models. These are the common quality, formal quality, quality innovation and social quality, The Community of Madrid (2004) additionally calls for accomplishing a quality standard in light of criteria of administration. These measurements are: HR, material assets, money related assets, inside procedures and connection with the surroundings.

Others take note of that the proper measurements that permit us to watch the quality are available from the European Foundation for Quality Management (EFQM). Olivar, and Redondo, (2006) trying to convey administrations to EFQM sports city, in schools, being important to adjust it to the general population associations, group contract, working of society, utilization of the standard of initiative and administration estimation and comprehension of the operation.

Nevado (2003) examines the determinant components of TQM in including: corporative picture of the association (data, availability, adaptable hierarchical structure and assessment of the administration), administration (quick, secure and effective and responsibilities quality), backing and care administration procurement (credit preparing, limit of open workers, closeness, inspiration and duty of staff, foundation of instruments and responsibility) and devotion and trust of clients.

Hoeke (2006) purport that, the revision of TQM is important so as to boost the sporting industry system. The research aim was to analyze the quality of service being provided at gymnastic clubs. A model was provided in order to look at evaluate the different approaches to TQM and analyze the required inputs for boosting quality standards. Quantitative and qualitative data was used and primary sources were used to obtain data. The authors tried to evaluate the quality of these clubs and offer improved measures that could be adopted.

The study will therefore look at the 3 principles that pose as obstacles to the implementation of TQM in sporting clubs in KRG. These are continuous improvement, customer focus and commitment of top management and leadership ability.

## **2.10 Overview of the Sports Industry in KRG**

Located in northern Iraq, the KRG has some independence from the main government in Baghdad and has its own particular territorial government and parliament. Erbil, Dohuk and Suleimaniah are the three areas that make up the region. The Kurdistan Region is much more secure than before when war was prevalent in the country. Countless Kurdistan's endured under Saddam's administration, and they were thankful when outside strengths expelled him from force (SRSP, 2006)

Despite the size and scope of the sport sector in the country, the Kurdistan Investment board aspires to reshape the country as well as the culture of the people through sports. A Sports guideline for the district was executed by the previous Ministry of Sports and Youth (MOSY) in spite of the fact that the service was broken up in the sixth, the guide is still actualized by the KRG to improve Sports in the area.

The vision for the KRG sports sector is to ensure that a genuine sports guideline is implemented for the future of sports in the region. With that in mind the mission of the board emphasizes on the following aims.

1. Sport for all, paying little heed to males and females, physical limit, financial and social foundation, and level of execution.
2. Game ought to be a vote based development.
3. Game ought to be an instrument for advancement of the Kurdish society:  
Physiological and mental prosperity and in addition displaying Kurdistan to the world.
4. Games ought to be an instrument for reinforcing interior connections between various gatherings.
5. Games ought to be a device for fortifying the relationship amongst Kurdistan and whatever is left of the world.

6. Game ought to be a budgetary asset to Kurdistan (KBI,2016)

Upon conducting a research on the current state of the sporting industry in Iraq, the KBI found the following facts.

1. Shortcomings of sport resorts.
2. Imposing business model and shortcomings of popularity based society.
3. Shortcomings in the base of sports.
4. Sporting society has its limitations.
5. Budgetary constraints.
6. Shortcomings in organization, and specialized expertise limits.
7. Association of non-capable individuals in different games developments.
8. Challenges in the instructive framework with respect to sports.
9. Association of political gatherings.
10. High rank posts are subjective not taking into account experience.
11. Shortcoming in media with respect to sports.

### **2.11 TQM and the Sports Industry in KRG**

The conceptualization and estimation of TQM in the sports administrations are still at an early stage. With regards to sports, just like any other sector, the concern of TQM is broadly thought of as the management of clientele focus and how it impacts the procedure of TQ and customer satisfaction. Proposals to embrace TQM techniques and practices by associations that offer recreation and sporting activities are in any case inexhaustible. Various surveys in the KRG depicting contextual analyses for the execution in sports management need to be further researched with particular emphasis on sport offices and fitness resorts (Rodrigues, 2014).

Not surprisingly, research papers referring to the issue of TQM in sporting sector utilizing experimental information with an all-encompassing methodology are rare. Distinguishing and creating an outer execution of quality administration markers, utilizing customer observations as a part of Kurdish sports. The researchers propose an instrument

to quantify operational execution and administration quality. Quaresma (2008) looks at model of quality assessment, extended to supervisors, workers, and clients, utilizing information from sport sector.

As a few authors contend, TQM often results as an essential issue to sport management yet it has yet a long way to go. Existent analysis in view of quality gives off an impression of being too exploratory and there is a requirement for a more extensive, all the more hypothetically based and thoroughly led research plan for sports management (Rodrigues, 2014).

## **2.12 Sport Development in the KRG**

Development in KRG sports sector started after the fall of the Saddam regime. The development and advancement of the sporting industry was a welcome relief for the economy. This is because it affected the structure and improvement of the business, as a consequence of it being commanded by open division (Sotunde, 1990). The arranging, advancement and administration of the business in this manner mirrored the idiosyncrasy and shortcomings of open part ventures.

The appearance a democratic system resulted in strategies which were adapted to patching up every one of the divisions of the economy. These approaches were seen by the thought of both outside and national financial specialists in various parts of the economy.

TQM marks a junction for sports improvement from which the management will either develop or save,regularly viewed as the "Cinderella" service local government power. Advancement in sport has dependably been difficult to measure as far as its adequacy and worth are concerned,local government may have been enticed to embrace unsustainable exercises, responding to fleeting political forces by giving 'erratic' courses and plans. Given this setting, the allurements to diminish sports improvement exercises inside any TQM review is clear. Whilst the challenge of future sports advancement is clear the impetus of Best Value likewise gives an awesome chance to position sports advancement as a focal, rather than fringe (KBI, 2016)

A number of controversies have risen about sports development pertaining to cost savings ways of improving sporting chances for selected groups. A decent, coordinated

sports advancement administration is not dependent on excessive structures and base. It is peripatetic, searching out its customer base and guaranteeing it "reaches" the segments and additionally conveying improvement opportunities inside fitness centers and swimming pools. The rising national games advancement model of 'Dynamic Schools', 'Dynamic Communities', 'Dynamic Sports' and 'World Class' projects, created by the Kurdish sports ministry gives a perfect system to defining parts and obligations regarding the conveyance of feasible sport enhancement structures over a given range.

A strategy for investing for in the sports future obviously sets out its needs for financial needs throughout the years to come. These incorporate new subsidizing activities to enhance the focusing of assets to those people and society in the group who are at present socially rejected. It is a vital asset and ought to be utilized by government when arranging for new strategies of sports management.

**Table 2.1** Critical success factors in the sports industry Source: Oluwatoyin and Oluseun (2008)

Capital	Technology	Customer Service
Sufficient finance	Advanced improved	Studying the customer base
Stable funding	technology. Improved performance	Efficient delivery
Adequate Capacity Utilization		Customer Focused services Market driven Pricing

### 2.12 Financing or Investments in Sports

There are three projects that have been enforced and these have totaled 51 million. However the Kurdistan board of investors is making progress to increase the finance. (KBI, 2016). The estimated proposed budget for these projects is 2 million USD.

### 2.13 Prominent Sports in KRG

The youth in Kurdistan love sport, despite the fact that numerous don't have admittance to appropriate offices or gear. Most youngsters and adolescents play football on



exposed patches of earth. Not very many schools have playing fields, not to mention recreational centers, courts or sports gear. The famous sport in Iraq is football (soccer, American), like most Arab nations. Matches are played in every one of the 18 governorates at the nearby level. Uday Hussein once managed the sports sector in the region, it goes without saying that the mention of sport with the mention of Uday will not be accurate. Uday Hussein exercised extreme measures in the sporting arena. Notably he used force to violate opponents or other teams.

The female populace however favors volleyball, among other sports, netball and basketball also popular in the KRG. However, the resources for these sports are inadequate for sports persona to utilize. Coaches have limited abilities because of they have fewer access to training regimes. Despite the presence of zeal, they regularly do not have the resources and motivation or training to benefit from sport as experienced in other countries. Sporting activities unite different groups of people and promote character building and health (SRSP, 2006).

## **2.14 The future of Sport Industry in KRG**

Today, the sports sector needs enhanced financing and increased investment in framework to give the part the ability to beneficially address the issues of a quickly developing market and fit into the worldwide aeronautics industry of the present time. The prospects for international sports are plenty however these will depend on the new policies that are yet to be established. Rivalry laws instead of directions will control business operations. The future, be that as it may, calls for expanded requirement of good administration theory and security directions by administrative offices by means of expanded utilization of cutting edge innovation. There is the requirement for all partners to be focused on overseeing quality productively in order to profit from that will accumulate from living up to explorers' desires

### **2.14.1 Trends in sports development**

There are six trends in the sporting world that have been identified by Deloitte (2016), these are slowly being incorporated in clubs at the KRG Iraq. The themes will

come into existence and everyone will benefit and enjoy them and hopefully improve the TQM in most sporting clubs in the country.

They include;

- Sports
- Over-the-top (OTT) streaming platforms
- Sports betting
- Wearables and cognitive analytics (Deloitte, 2016).
  
- **Over-the-top streaming platforms**

The emergence of streaming activities has not necessarily eliminated the television however the issue of live sports is a necessary technique that brings it together. While prospects occur for sports for example, the real professional classes and power school meetings to tap new income streams from OTT stages, the genuine recipients of this problematic new innovation are littler properties, whose devoted fan bases are underserved by straight show and digital TV (Deloitte, 2016).

The charm of offering media rights to systems is reasonable. They indicate good standard for properties to contact a huge gathering of people and acquire a more lucrative rights charge. Yet, opportunities are lost on the off chance that all diversions are not accessible in some places. The key for games properties is to enthusiastically ensure they have media rights in transactions with these systems. This amplifies past simply computerized and incorporates virtual reality and 4D too. Whether it is ahead of schedule round golf and tennis matches, access to corner games, or extraordinary camera edges not appeared amid occasions as of now being broadcast, utilizing these rights for OTT stages is the eventual fate of games media.

- **Sports betting**

DFS (Daily fantast sports) did not exist a few years ago, however presently; it is one of the most adopted form of sports. While other considers it as a form of gambling others view it as a sporting skill. According to law, fantasy sports are allowed, however sports betting is considered as against the law. Popularity of these two has reasonably

grown and the application of TQM in these aspects should be thoroughly revised so as to cater for customer satisfaction.

- **Sports**

Formal video gaming, also referred to as Sports, is ready to proceed with its fast development and break into the standard of the sporting industry. While Sports follows its roots to the 1990s, with the expansion of broadband Internet, gaming has gone worldwide. People all over the world are engaging in sports, notably the KRG of Iraq, Sports can possibly turn out to be significantly greater as its allure develops in new nations. With diversion distributors growing new platforms and arranging their business around focused gaming, and computerized media organizations facilitating and live-streaming bigger occasions, the sports industry is building an enormous base for future development. Indeed, Sports might be the really advanced sport. Live-streaming is the favored technique for viewership, conventional media is falling behind, and there is a lack of physical stadiums and enclosures to watch amusements "in individual." However, it additionally addresses the development capability of the game that another Sports class will make a big appearance on satellite TV in 90 million homes this year.

As sports keep on developing, new ad opportunities will arise and so as the scale for top gamers and organizations. Sports offers sports advertisers another channel for promoting and sponsorship to contact key more youthful groups of onlookers around the globe. They likewise could lead the route in focused showcasing. Given the substantial online impression, advertising rights can be bifurcated and sold along individual classifications, in 2016, sports experts ought to watch out for the debut sports occasions, not simply to see the eventual fate of gaming and the up and coming era of games stars, yet as a contextual investigation in working a group that knows no physical or land limits (Deloitte, 2016). The emergence of Sports has necessitated the reevaluation of TQM principles. Future managers will need to stay ahead of trends and develop new strategies to cope with the dynamic industry.

## **CHAPTER 3**

### **METHODOLOGY**

#### **3.1 Introduction**

This section will look at the research design, population, research instruments, and data collection and presentation procedures. The main aim of this study is to obtain adequate data that will be used to answer the research questions and therefore making good recommendations.

#### **3.2 Research design**

This section will give details on the research approach and how the data is collected and analyzed.

#### **3.3 Research Approach and Statistics**

The study will use descriptive statistics such as mean to ascertain the magnitude of effect posed by the TQM benefits and obstacles. Standard deviations were computed so as to determine the responsiveness of the variables to a change in either a situation or strategy. This was coupled by the use of Cronbach's alpha which is a reliability measure. These methods are very significant in identifying patterns of association in data and SPSS will be used for this. In order to determine the views of each individual group of respondents, overall average values for each group of respondents were computed. This is to determine how each group ranks or expresses its sentiments towards advantages and obstacles of TQM. Overall average values for each group of respondents were computed using excels. This includes pie charts and bar graphs which were used in presenting the findings. The interview questions were used to know the obstacles facing management and other sporting officials in KRG especially in the field of gymnastics and possible solutions to be used in dealing with the obstacles.

#### **3.4 Questionnaire design**

The main thrust behind the questionnaire is to retrieve information pertaining to obstacles that can hamper the application of TQM in sports with regards to gymnastic clubs in KRG. Focus will also be given to the assessment of probable benefits that may be obtained from applying TQM. The questionnaire format was adopted from a study

conducted by Masejane (2012) in which it addresses total quality management and organizational performance issues. The study highlights that though there are potential benefits that can be reaped from applying TQM, there are also hindrances that can hamper its application. As a result, the questionnaire by Masejane (2012) thus addresses both advantages and obstacles to TQM application. The research instrument will be composed of 3 sections in which the first sections deals with the demographic features of the respondents, section two addresses the potential benefits that can be reaped from applying TQM while the third section is an outline of TQM obstacles. Refinements to the questionnaire were however made so that the instrument can match the intended purpose.

The modification in the question from that of the adopted source (Masejane, 2012) includes the number of sections in the questionnaire, this study only utilize three out of the four sections. This include section A with questions related to demographic information of the respondents, section B include the questions on advantages of TQM and section C that ask about the obstacles to the application of TQM. Thus, questions related to the extent of TQM principles were not included in this study. The questions asked in the demographic information include gender, department, and position in the club and total quality management skills. For the section B which is the advantages of total quality management, the twelve questions were asked that include For section C which is the obstacles to applying Total Quality Management in sport. All these stated questions were asked with the aim of finding the obstacles to total quality management in sport club of Arbil.

Different Likert scales meanings were used for both advantages and obstacles to TQM and ranged from 1-5. For the advantages of TQM, Likert scales of 1= do not know, 2 = does not agree, 3 = slightly agree, 4 = agree and 5 = absolutely agree were used. For TQM obstacles, Likert scales of 1= do not know, 2 = not true, 3 = slightly true, 4 = true and 5 = absolutely true were used.

#### **3.4.1 Interview questions**

Interviews were conducted and mainly focused on the management's perception of what can be done to improve quality standards in sports. 4 top management officials were randomly selected for interviews and they were asked the following questions. Their answers will be used to ascertain the obstacles they face in implementing total quality management in their various sport clubs and also possible solutions in dealing with the

obstacles facing management and other sporting officials in KRG especially in the field of gymnastics.

- What do you think is the most obstacles that is affecting sports quality standards?
- To what extent have sports officials intervened to address sports quality standards?
- What are the possible solutions do you suggest in dealing with TQM obstacles?

### **3.4.2 Validity tests**

The notion of validity test is to determine if the respondents will be able to easily understand the purpose and requirements of the research instrument (Pickard, 2012). Further insights by Stock & Watson (2003) contend that a research instrument that is easily comprehensible can easily attain a high response rate with little or no errors. Thus validity tests were conducted so with the main purpose of ensuring a high response rate with little or no errors generated. Since the questions in the questionnaire were adopted in this study, Construct validity (translation validity) was used since the questions were translated to Kurdish language. This was accomplished by the use of 7 questionnaires which were distributed for pretesting and the respondents were satisfied with the questionnaire. The researcher went on to distribute the questionnaire to gymnastic clubs in KRG.

### **3.4.3 Reliability tests**

Cronbach's Alpha was employed so as to determine the internal consistencies of the research variables. Cronbach's Alpha estimations are centered on the idea that the variables must possess a high alpha value if they are to yield reliable estimates. Bland & Altman (1997) postulate that Cronbach's Alpha values have values which range from 0-1 in which values below 0.60 are considered to be poor, above 0.70 are deemed to be good while those above 0.80 are considered to be excellent.

The use of Cronbach however attracts some negative sentiments. For instance, Strainer & Norman (1989) outlined that the alpha value is determined by the number of variables used, it can be conflicting when different scales are used and that a high alpha value sometimes implies that there is a problem of redundancy. Despite such criticism, most researchers still advocate the role and importance surrounding the use of

Cronbach's Alpha estimates (Cortina, 1993; Gliem & Gliem 2003; Tavakol & Dennick 2011). For this reason, Cronbach's Alpha estimations were conducted.

Reliability tests using Cronbach's Alpha was estimated, Cronbach's alpha provides a detailed description of the internal consistency of the variables. Table 3.1 provides details of the internal consistencies or Cronbach's Alpha values of the benefits of TQM. Estimation of Cronbach's Alpha has values which stem from 0-1 and values below 0.6 or 60% are considered to be poor while that above 70% are considered to be good and of high internal consistency.

**Table 3.1** Cronbach's Alpha values of the benefits of TQM

Item total statistics of the benefits of TQM	Scale if deleted
Quality related activities have a huge impact on the success of any organization.	0.743
Quality and performance serve as a catalyst for improvement	0.743
The implementation of Total Quality Management generally mandates a review of and updating of all organizational measures	0.742
Total Quality Management ensures that standards are set and remedial action taken whenever a service failure occurs.	0.818
Total Quality Management focuses on the measurement of work performance.	0.837
People are consulted about the level and quality of service they receive and, wherever possible, are given a choice about services that they are offered.	0.821
Total Quality Management focuses on getting employees well motivated and trained.	0.743
The TQM strategy focuses on satisfying customer/community requirements	0.742
The TQM strategy focuses on work processes and on analyzing every task interfacing with the service user.	0.826
TQM deploys appropriate techniques and procedures necessary to meet customers/community needs and improve management quality.	0.751
TQM focuses on the most efficient and productive use of resources to meet customer/community needs.	0.808
Employees can make important contribution to organizational performance when they	0.808

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have the power and necessary expertise.

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**Overall reliability** **0.802**

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Conclusions can be made that all the benefit items had good internal consistencies as their respective Cronbach's Alpha values surpass 70%. The overall internal consistency is 0.802 which can be considered to be excellent. Cronbach's Alpha was also established for the obstacles of TQM and the results are exhibited in table 3.1. Similar conclusions can also be made that all the item statistics of the obstacles of TQM have good internal consistencies which is above 70%.

**Table 3.2** Cronbach's Alpha values of the obstacles of TQM

<b>Item total statistics of the obstacles of TQM</b>	<b>Scale if Deleted</b>
Lack of backing and commitment from top management.	0.833
Lack of enough knowledge of TQM practice.	0.741
Limited resources.	0.786
Performance is not measured.	0.790
Ineffective performance measures.	0.715
Ineffective internal communication between management and operational workers.	0.731
Poor management systems and procedures.	0.789
Lack of continuous education and training.	0.720
Avoiding taking risks and radical changes, thus remaining being more committed to the statuesque.	0.725
Poor management control.	0.735
<b>Overall reliability</b>	<b>0.780</b>

The overall reliability registered is 0.78 and hence it can be said that the obtained data has high internal consistency and is reliable enough to make deductions which can be used for decision making and other policy related measures. Having presented the findings



about the possible TQM benefits and obstacles, the next chapter will proceed to address policy implications and suggestions that can be made from this study.

### **3.5 Population**

A population is described as a whole section or pool from which a study is constructed and a sample size is drawn. This study will focus on gymnastic clubs in KRG, Erbil and the TQM reports obtained from management. The researcher will administer questionnaires to coaches and members of the Gymnastic Clubs in Erbil. Erbil comprises of 6 gymnastics clubs with a total of 54 participants which comprise of 12 management individuals, 16 trainers and 26 members. Thus the study population is 54 respondents and sampling technique by Sachs (2012) recommends that 54 questionnaires be distributed to a respondent (which is a tenth of the total population for smaller populations). The questionnaires will be retrieved after 5 working days so as to allow convenience of the respondents in completing the questionnaires.

### **3.6 Data collection methods**

The researcher used primary data to analyze the obstacles faced during the implementation of TQM. The data collected by the researcher is referred to as the primary data. In addition, face to face interviews were used to collect the data. The researcher went further to use secondary data in order to gather the necessary information. Charts, tables and figures were obtained gymnastic clubs.

The researcher developed a questionnaire that would match the study objectives and questions for data collection purposes. The questionnaire incorporated closed and open questions. Closed questions denote to those that need a 'yes' or 'no' answer. On the other hand, open questions allow the respondent to express themselves fully. In this study the researcher will use both the open and closed questions. For the bearing of this study the researcher will be able to get more detailed data from the open questions while the use of closed questions will assist in clarifying matters as well as improving precision. The following are the advantages of using questionnaires;

- Save budgets as they are inexpensive to administer
- They are suitable because the respondent can answer the questions at any time.

- Bias is limited as compared to interviews

Though, questionnaires have the following limitations;

- The researcher will not be able to judge the quality of the response
- Low rate of reply

### **3.7 Problems encountered in gathering the data.**

A lot of time was taken in answering the questions. Some of the respondents did not fill in the questionnaires. This resulted in a low level of response rate. This had a negative effect on the results and recommendations of the study.

### **3.8 Research findings**

The data gathered from the designed questionnaire will be used for analysis purpose. The use of tables, charts and diagrams will be incorporated in order to present the data in an understandable way. These representations are useful tools in data analysis and presentation. The responses gathered are sufficient to make study recommendations and conclusions.

#### **3.8.1 Respondents analysis**

Obtained responses revealed that the population of club managers, trainers and members constituted of 51 male respondents and 3 female respondents. This equates to 94.4% and 5.6% as shown in table 3.1 below. This entails that female members in KRG rarely participate in gymnastic activities which are deemed to be men's activities.

**Table 3.4** Gender analysis

Gender	Frequency	Percentage	Cumulative percentage
Male	51	94.4	94.4
Female	3	5.6	100
Total	54	100	---

### 3.8.2 Club position

Of the 54 respondents that were surveyed, 12 individuals held management positions in the gymnastic clubs while 16 individuals were trainers and 26 were members. This can be expressed diagrammatically as shown in figure 3.1. Such a low participation rate can be pointed to numerous things which include the low popularity of gymnastics among Kurdish people, lack of investment towards gymnastics by sporting officials, poor marketing strategies of the sport by clubs etc. This therefore implies that there is need to promote gymnastics in Kurdistan and plowing of financial investment towards the sport.

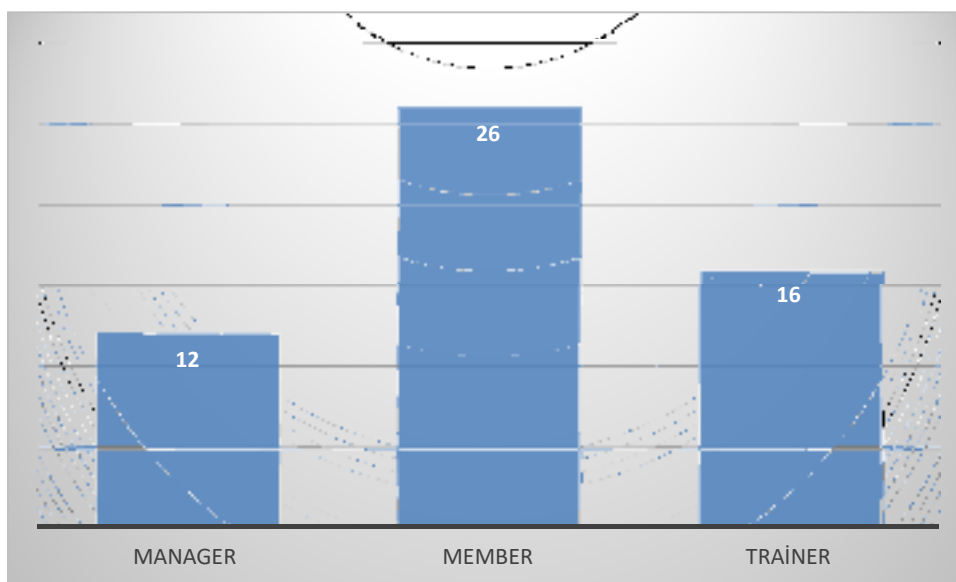


Figure 3.3: Club positions of the respondents

### 3.8.4 Total Quality Management qualification analysis

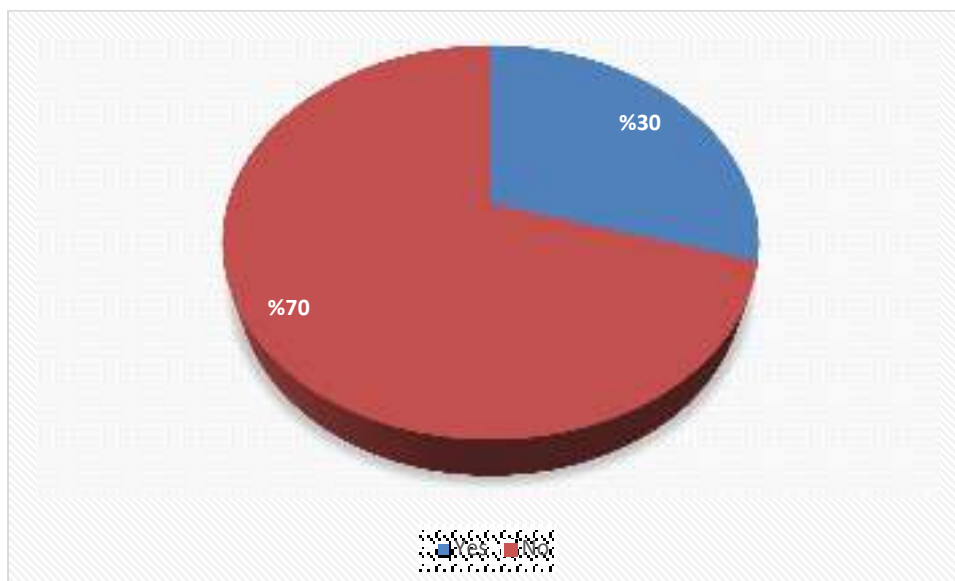


Figure 3.4: Total Quality Management qualification analysis

Information depicted in figure 3.4 reveals that 93% of the respondents do not have a TQM qualification while 7% of the individuals had a TQM qualification. This tends to affect the application of TQM in gymnastic clubs. This is because the club managers, trainers and members might need to be trained and educated about TQM practices. This will require financial resources and time which might not be readily available. Thus may compromise quality standards in sports.

### 3.8.5 Educational qualifications of the respondents

The highest number of individuals had a sports management qualification and such a number is composed of club managers and sports trainers. The number of individuals who have a qualification in sports management is 27, human resources 5, business management 8 and accounting and finance is 14. Implications can therefore be made that sporting disciplines such as gymnastic require individuals to possess relevant sporting qualifications. It can also be deduced that a significant number of gymnastic members have qualifications that do not pertain to gymnastics. Thus gymnastics can be said to be undertaken by sporting members as a source for leisure, health and fitness purposes.

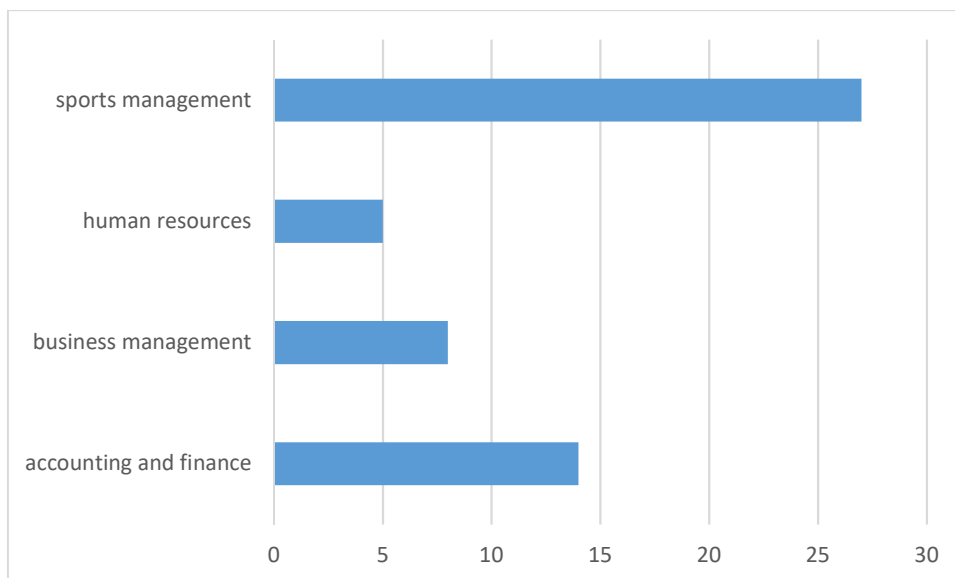


Figure 3.5: Educational qualifications of the respondents

### 3.8.6 Awareness of TQM

The deduced analysis of educational qualification of the respondents can be augmented by the analyzed results presented. Figure 3.5 depicts that 38 individuals were not aware of TQM while 16 individuals indicated that they were fully aware of TQM practices. This further reinforces the notion that much effort is required to educate members and trainers about TQM practices.

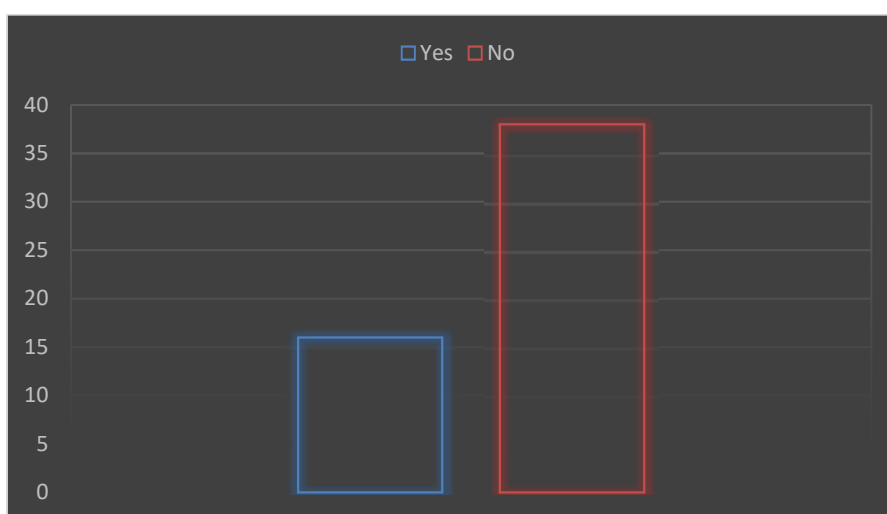


Figure 3.6: Awareness of Total Quality Management

### **3.9 Statistical Methods**

After collecting the data from each of the participants in the sample, frequency and descriptive statistical software SPSS is used for data analysis also were used to find out the results of the present study. Means and Standard deviations were computed so as to determine the responsiveness of the variables to a change in either a situation or strategy. This was coupled by the use of Cronbach's alpha which is a reliability measure. In order to determine the views of each individual group of respondents, overall average values for each group of respondents were computed. This is to determine how each group ranks or expresses its sentiments towards advantages and obstacles of TQM. Overall average values for each group of respondents were computed using excels. This includes pie charts and bar graphs which were used in presenting the findings. The interview questions were used to know the obstacles facing management and other sporting officials in KRG especially in the field of gymnastics and possible solutions to be used in dealing with the obstacles.

## CHAPTER 4

### RESULTS

A total of 54 questionnaires were equally distributed to 6 gymnastic clubs and the respondents comprised of club managers, trainers and members in Kurdistan Region of Iraq. All of the questionnaires were successfully retrieved and this translated to a response rate of 100%. A high response rate is essential as it aids in giving out a close resemblance of the population under study. This chapter therefore presents an analysis of the obtained results.

#### **4.1 The mean and the standard deviation for analysis of the advantages of TQM in sports management**

Descriptive statistics were undertaken to assess the extent to which the respondents viewed TQM practices in relation to the obtained benefits. The employed descriptive statistics included mean and standard deviation estimations of the collected data. Mean and standard deviation calculations were based on the views of the responses which are based on Likert Scale values of 1-5 in which corresponding values of 1 relate to do not know, 2 = does not agree at all, 3 = slightly agree, 4 = agree in most cases and 5 = fully agree.

In perspective of the assessed estimations of the accumulated data, it can be seen that the 54 respondents situated high the favorable position that TQM grants agents can impact fundamental sense of duty regarding legitimate execution when they to have the power and imperative aptitude. This is connected with a high mean score of 5 which includes that the respondents totally agree that specialists can impact basic sense of duty regarding definitive execution when they to have the power and basic dominance. Relative results were found in relationship with the view that TQM focuses on the most capable and beneficial usage of resources for meet customer or gathering needs. It can thus be assumed that TQM offers most focal points in gymnastic diversions the upsides of focusing on the most capable and productive usage of resources for meet customer or gathering needs and that people are directed about the level and nature of organization they get and, wherever possible, are given a choice about organizations that they are publicized.

The second highest mean score of the benefits of TQM was that people are consulted about the level and quality of service they receive and, wherever possible, are

given a choice about services that they are offered. This has an associated mean value of 3.96 and the Likert scale value translates to the respondents agree in most cases that the advantage of TQM is that it people are engaged in all TQM activities.

The managers, trainers and members collectively and slightly agree that TQM strategy focuses on satisfying customer or community requirements. The obtained mean score is 2.50 and hence TQM can be said to offer lower benefits in this area as compared to other benefits that were considered in the study.

Standard deviation estimations were conducted so as to ascertain the responsiveness of the variable elements of the stipulated benefits. A high standard deviation in this case thus translates to high responsiveness and a low translates to translate to low responsiveness. Deductions can be made in table 3 can be made that TQM strategy focuses on satisfying customer or community requirements had a high responsiveness effect. Thus further improvements in TQM practices will have more effects on satisfying customer or community requirements. Hence improvements in TQM practices will not have negative effects on the use of resources and workers commitment to the gymnastic clubs, was extracted the arithmetic mean and standard deviation for to advantages of TQM in sports management from the questionnaire, that the lowest figure accept hypothesis is 2.25, and the lowest figure reject the hypothesis is 1.01 in the arithmetic mean can see in the table below.

**Table 4.1** Analysis of the advantages of TQM in sports management

Benefit	<i>mean</i>	Std
Quality related activities have a huge impact on the success of any organization.	3.28	1.12
Quality and performance serve as a catalyst for improvement	3.28	1.12
The implementation of Total Quality Management generally mandates a review of and updating of all organizational measures	2.50	1.62
Total Quality Management ensures that standards are set and remedial action taken whenever a service failure occurs.	3.50	1.13
Total Quality Management focuses on the measurement of work performance.	4.26	0.99
People are consulted about the level and quality of service they receive and, wherever possible, are given a choice about services that they are offered.	3.96	1.01



Total Quality Management focuses on getting employees well motivated and trained	3.28	1.12
The TQM strategy focuses on satisfying customer/community requirements.	2.50	1.62
The TQM strategy focuses on work processes and on analyzing every task interfacing with the service user.	3.15	1.45
TQM deploys appropriate techniques and procedures necessary to meet customers/community needs and improve management quality.	3.61	1.11
TQM focuses on the most efficient and productive use of resources to meet customer/community needs.	5.00	0.00
Employees can make important contribution to organizational performance when they have the power and necessary expertise.	5.00	0.00

Table 4.1 demonstrates the mean and standard deviation of the appropriate response of the managerial bodies as per 12 surveys in regards to the benefits of TQM in sports administration are said "concur" with "Quality related exercises hugely affect the achievement of any organization" $3.28\pm 1.12$ , "Quality and execution fill in as an impetus for improvement" $3.28\pm 1.12$ , "The usage of Total Quality Management for the most part commands an audit of and refreshing of all authoritative measures" $2.50\pm 1.62$ , "Add up to Quality Management guarantees that benchmarks are set and therapeutic move made at whatever point an administration disappointment occurs" $3.50\pm 1.13$ , "Add up to Quality Management concentrates on the estimation of work performance" $4.26\pm 0.99$ , "Individuals are counseled about the level and nature of administration they get and, wherever conceivable, are given a decision about administrations that they are offered" $3.96\pm 1.01$ , "Add up to Quality Management concentrates on getting representatives very much propelled and trained" $3.28\pm 1.12$ , "The TQM system concentrates on fulfilling client/group requirements" $2.50\pm 1.62$ , "The TQM methodology concentrates on work forms and on dissecting each assignment interfacing with the administration user" $3.15\pm 1.45$ , "TQM sends fitting strategies and techniques important to meet clients/group needs and enhance administration quality" $3.61\pm 1.11$ , "TQM concentrates on the most effective and gainful utilization of assets to meet client/group needs" $5.00\pm 0.00$ , Employees can influence essential commitment to hierarchical execution when they to have the power and vital aptitude"  $5.00\pm 0.00$ . That the least figures acknowledge speculation is 2.25, it was discovered that this outcome is predictable with the idea of hypothesis 1.

#### 4.2 The mean and the standard deviation of means for analysis of the obstacles of TQM in sports management in general or according to views of the respondents (Management, Trainer, Members)

Significant threats are emanating from lack of backing and commitment from top management which has a general mean effect of  $4.57 \pm 1.07$ . This implies that failure by the management to support TQM policies and commitment both effort and time to ensure successful TQM is proving to be a major challenge to the gymnastic clubs. This is followed by the inability to measure performance with a mean score of  $3.89 \pm 1.02$ . The third most obstacles are the lack of enough knowledge of TQM practice with a mean score of  $3.26 \pm 1.47$ . All the obstacles have mean scores which are above 3 except the obstacle of limited resources which has an associated mean score of  $1.81 \pm 0.59$ . Alternatively, it can be said that all the respondents ranked it to be slightly true that all the obstacles except the obstacle of limited resources are affecting the application of TQM in sports. Thus it can also be said that the respondents consider it not to be true that limited resources are an obstacle to the application of TQM in sports. The main objective of this study was to analyze the obstacles to the application of TQM in sports. The analyses of such obstacles were undertaken in respect of the opinion of the sports club management, trainers and members, that the lower number of each group with such a questionnaire to make a comparison of 54 participants which comprise of 12 management individuals, 16 trainers and 26 members and the overall reliability answers is 0.78 enough decision making. was extracted the arithmetic mean and standard deviation for to obstacles to applying total quality management from the questionnaire, that the lowest figure accept hypothesis is 1.11, and the lowest figure reject the hypothesis is 1.01 in the arithmetic mean, the obtained results are exhibited, can see in the table below.

**Table 4.2** The results of mean and the standard deviation of means for analysis of the obstacles of TQM in sports management in general or according to views of the respondents (Management, Trainer, Members).

Obstacle	General		Views of the respondents		
	X	± Std	Management	Trainer	Members
			X ± Std	X ± Std	X ± Std

Lack of backing and commitment from top management	4.57±1.07	4.45 ± 1.21	4.62 ±1.02	4.59±1.08
Lack of enough knowledge of TQM practice	3.26± 1.49	3.00 ±1.41	3.06±1.65	3.48±1.45
Limited resources	1.81±0.59	1.81 ± 0.6	1.87±0.61	1.77±0.57
Performance is not measured	3.89± 1.02	3.45 ±0.93	4.25±0.85	3.85±1.09
Ineffective performance measures	3.00± 1.43	3.00 ±1.41	2.68±1.53	3.18±1.38
Ineffective internal communication between management and operational workers	3.37±1.47	2.81 ±1.40	3.56±1.20	3.48±1.62
Poor management systems and procedures	3.19± 1.36	3.27±1.79	3.31±1.19	3.07±1.29
Lack of continuous education and training	3.26± 1.47	2.63±1.20	3.56±1.20	3.33±1.66
Avoiding taking risks and radical changes, thus remaining being more committed to the status quo	3.15± 1.42	3.36±1.36	2.68±1.53	3.33±1.35
Poor management control	3.82± 1.40	3.00 ±1.41	3.18±1.55	3.11±1.33

Table 4.2 shows the mean and the standard deviation of means for analysis of the obstacles of TQM in sports management in general or according to views of the respondents (management, trainer, members) according to 10 questionnaires regarding the advantages of TQM in sports management are said “agree” with “Lack of backing and commitment from top management” of general 4.57± 1.07, management 4.45 ± 1.21, trainer 4.62 ±1.02, members 4.59±1.08, Lack of enough TQM practices means that most gymnastic clubs managers are not fully aware of TQM, what it involves, its challenges, obstacles, advantages and how best to implement. This becomes a problem or an obstacle because one cannot successfully implement that which he or she has no full knowledge of. Meanwhile, “Lack of enough knowledge of TQM practice” of general 3.26±1.49, management 3.00 ± 1.41, trainer 3.06±1.65, members 3.48±1.45, “Limited resources” of general 1.81±0.59, management 1.81 ± 0.6, trainer 1.87±0.61, members 1.77±0.57, “Performance is not measured” means that gymnastic clubs do not measure their financial and membership performance since most of these clubs are operated by the government and are classified as non-profit organisations. Hence they do not operate with a profit motive. This is an obstacle to TQM because there is no information that is provided or can be obtained about how effective TQM has been in terms of financial and membership performance. Measuring performance therefore provides a platform upon which gymnastic clubs’ management can determine how effective TQM is through either increases or

decreases in performance. For instance, an increase in financial and membership performance can be an indication that TQM is resulting in effective improvements in gymnastic clubs whereas losses provide an indication of lack of effectiveness and the need to deal with TQM obstacles. Meanwhile, the variable “performance is not measured” of general  $3.89 \pm 1.02$ , management  $3.45 \pm 0.93$ , trainer  $4.25 \pm 0.85$ , members  $3.85 \pm 1.09$ , “Ineffective performance measures” of general  $3.00 \pm 1.43$ , management  $3.00 \pm 1.41$ , trainer  $2.68 \pm 1.53$ , members  $3.18 \pm 1.38$ , “Ineffective internal communication between management and operational workers” of general  $3.37 \pm 1.47$ , management  $2.81 \pm 1.40$ , trainer  $3.56 \pm 1.20$ , members  $3.48 \pm 1.62$ , “Poor management systems and procedures” of general  $3.19 \pm 1.36$ , management  $3.27 \pm 1.79$ , trainer  $3.31 \pm 1.19$ , members  $3.07 \pm 1.29$ , “Lack of continuous education and training” of general  $3.26 \pm 1.47$ , management  $2.63 \pm 1.20$ , trainer  $3.56 \pm 1.20$ , members  $3.33 \pm 1.66$ , “Avoiding taking risks and radical changes, thus remaining being more committed to the status quo” of general  $3.15 \pm 1.42$ , management  $3.36 \pm 1.36$ , trainer  $2.68 \pm 1.53$ , members  $3.33 \pm 1.35$ , “Poor management control” of general  $3.82 \pm 1.40$ , management  $3.00 \pm 1.41$ , trainer  $3.18 \pm 1.55$ , members  $3.11 \pm 1.33$ . That the lowest figures accept hypothesis is 1.11, it was found that this result is consistent with the concept of hypothesis 2. Based on these results, it can also be noted that other variables have got high SD values. For instance, opinions expressed by management, trainer and members are higher than that of general public opinions. This is because of the fact that these three groups are directly affected by obstacles to TQM unlike the general public. As a result, an increase in these obstacles will result in great negative effects on gymnastic sports rather than the general public. Such differences in SD values are also an indication of responsiveness of these variables and efforts to reduce the effects of these obstacles will result in better results for management, trainers and members than that of general public

### 4.3 Circumstances and solutions surrounding the effective application of TQM

#### 4.3.1 The mean and the standard deviation for an account of circumstances surrounding the effective application of TQM

Subsequently, the study also sought to examine circumstances under which TQM can be effectively applied. The effective application of TQM requires that the possible hindrances be identified and their potential effects on TQM outlined. Thus standard deviations of the given TQM obstacles were computed. Hence, a high standard deviation value implies that the obstacle has high probable negative effect on the application of TQM. Information provided in table 4.3 augments the analysis made in section 4.3. Foremost, it can be noted that the obstacle lack of enough knowledge of TQM practice has a high responsive effect on the application of TQM. Significant threats are emanating from lack of backing and commitment from top management which has a general mean effect of  $4.57 \pm 1.07$ . This is followed by the inability to measure performance with a mean score of  $3.89 \pm 1.02$ . The third most obstacles are the lack of enough knowledge of TQM practice with a mean score of  $3.26 \pm 1.47$ . However, successful sports strategies can have profound effect when they can positively influence these obstacles. Implications can therefore be made that circumstances under which TQM can be applied requires that all the obstacles be eliminated. This can be reinforced by furnishing people with the required knowledge and ensuring that the required resources to apply TQM are made available, can see in the table below.

**Table 4.3** Circumstances surrounding the effective application of TQM

Obstacle	Mean	Std.
Lack of backing and commitment from top management.	4.57	1.07
Lack of enough knowledge of TQM practice.	3.26	1.49
Limited resources.	1.81	0.59
Performance is not measured.	3.89	1.02
Ineffective performance measures.	3.00	1.43
Ineffective internal communication between management and operational workers.	3.37	1.47
Poor management systems and procedures.	3.19	1.36

Lack of continuous education and training.	3.26	1.47
Avoiding taking risks and radical changes, thus remaining being more committed to the status quo.	3.15	1.42
Poor management control.	3.82	1.40

Table 4.3 demonstrates the mean and the standard deviation for a record of conditions encompassing the viable use of TQM as indicated by 10 surveys in regards to the benefits of TQM in sports administration are said "concur" with "Absence of support and responsibility from top administration"  $4.57 \pm 1.07$ , "Absence of enough information of TQM rehearse"  $3.26 \pm 1.49$ , "Restricted assets"  $1.81 \pm 0.59$ , "Performance is not measured"  $3.89 \pm 1.02$ , "Insufficient execution measures"  $3.00 \pm 1.43$ , "Incapable inner correspondence amongst administration and operational laborers"  $3.37 \pm 1.47$ , "Poor administration frameworks and techniques"  $3.19 \pm 1.36$ , "Absence of nonstop instruction and preparing"  $3.26 \pm 1.47$ , "Abstaining from going for broke and radical changes, in this way remaining being more dedicated to the statuesque"  $3.15 \pm 1.42$ , "Poor administration control"  $3.82 \pm 1.40$ . That the most reduced figures acknowledge speculation is 1.11, it was discovered that this outcome is steady with the idea of hypothesis 3.

#### 4.3.2 Solutions to addressing obstacles to applying TQM

Based on the interview responses, discoveries were made that TQM practices are rarely applied in most sporting disciplines, given reasons point to ideas that knowledge of TQM is rarely made available to management and other sporting officials in KRG especially in the field of gymnastics. As a result, such obstacles have gone to severely affect the popularity and participation levels of individuals in gymnastics. This is made worse by officials who have insignificantly intervened to address prevailing sporting problems.

Solutions to addressing such problems therefore lie in ensuring that TQM knowledge is widely dispensed in sports. This can be either be done by enforcing quality standards in sporting disciplines. Sporting leaders are also encouraged to teach their teams or followers about TQM practices.

The successful application of TQM requires that sufficient resources be allocated towards improving quality standards. Unavailability of resource can hamper successful

application of TQM. This requires that investment be made in sports and sponsorship packages should be attracted in gymnastics and other sporting disciplines.

Sporting officials are therefore encouraged to play a greater role in sports management. This can be made possible by encouraging their influence and roles in addressing challenges and issues. Regulations can be used to ensure smooth flow of sporting operations and ensuring that quality standards are not compromised. More can be done by promoting sports in lower, that is, primary and secondary schools so as to increase the popularity of the sport, it was also found that these results are consistent with the concept of hypothesis3.

## **CHAPTER 5**

### **DISCUSSION**

The aim of this study to find out the obstacles hindering the application TQM in KRG gymnasiums, Based on this, a questionnaire that went under a validity test was shared among the coaches and members of the Gymnastic Clubs in Erbil. Erbil comprises of 6 gymnastics clubs with a total of 54 participants which comprise of 12 management individuals, 16 trainers and 26 members. Thus the study population is 54 respondents and sampling technique by Sachs (2012) recommends that 54 questionnaires be distributed to a respondent (which is a tenth of the total population for smaller populations). The questionnaires will be retrieved after 5 working days so as to allow convenience of the respondents in completing the questionnaires.

The undertaking of this study stems from criticism that have be leveled against most sporting disciplines for failing to deliver or living up to the expected quality standards. Such issues have been pointed out to be emanating from the obstacles that are being posed in implementing TQM in sports. The study thus sought to examine among others the advantages of applying TQM in sports, potential obstacles to applying TQM and possible solutions that can be undertaken to address such challenges.

Meanwhile, the studies highlighted that are evolving in practices and management and hence changes or implementation in TQM has to be undertaken at an advanced rate and on a higher stage. Major changes in sports have been identified to be relating to e-sports and that standards under which TQM can be applied in sports, demand a lot of frameworks to be put in place. However, the most important finding is that TQM will yield substantial results in sports but under stipulated conditions which may requires changes in top management and continuous developments in sports. The study further highlighted that sporting organizations can implement TQM using various approaches which encompass the organizational approach, the Japanese total quality management, the award criteria approach, the TQM element and the Guru approach.

Despite the availability of such approaches, the applied literature outlined that there are various obstacles which can impede the application of TQM. Notable obstacles to the application of TQM lie in the idea that the implementation of TQM is a time consuming, rigid and it is an impersonal process. In addition, it was noted lack of commitment is a huge challenge in fostering quality control.



The results showed as in the table 4.1 shows the mean and standard deviation of the answer of the administrative bodies according to 12 questionnaires regarding the advantages of TQM in sports management are said “agree” with items. That the lowest figures accept hypothesis is 2.25, it was found that this result is consistent with the concept of hypothesis 1.

The results showed as in the table 4.2 shows the mean and the standard deviation of means for analysis of the obstacles of TQM in sports management in general or according to views of the respondents (management, trainer, members) according to 10 questionnaires regarding the advantages of TQM in sports management are said “agree” with items. That the lowest figures accept hypothesis is 1.11, it was found that this result is consistent with the concept of hypothesis 2. Also, it will show that the implementation of TQM tools on higher education institution systems will enhance the performance of such institutions (Al-Bashir, 2016). The study by Iglesias Madrigal and Sanz Lara, The European Foundation for Quality Management (EFQM) Excellence Model provides guidance and support for business organizations to improve their quality management. The goal is attained by examining the relations among the several criteria that are defined and included in the model the Enablers and the results albeit without going deeply into their empirical correlations. Our research focuses on the sport industry and, more particularly, on golf-related services and facilities. We analyse their management and performance. The goal is to conduct an empirical study of golf courses making up the supply in a Spanish inland region. On the basis of data and assessments contributed by the participating sample and by resorting to multivariate statistical analysis we pinpoint the influence of all Enablers identified by the EFQM Model, as well as their impact on the results criteria. Correlations designed and empirically quantified make it possible for us to confirm the theoretical interrelations that the EFQM Model proposes between the defined criteria. The structural model thus obtained allows us to design a map that plots the relationships across the several criteria defined by the EFQM Model, one which portrays present day approaches to management put into practice by the golf courses under scrutiny (Iglesias Madrigal & Sanz Lara, 2017).

The results showed as in the table 4.3 shows the mean and the standard deviation for an account of circumstances surrounding the effective application of TQM according to 10 questionnaires regarding the advantages of TQM in sports management are said “agree” with items. That the lowest figures accept hypothesis is 1.11, it was found that this result is

consistent with the concept of hypothesis 3, and the application of TQM is centered on principles of commitment, cultural change, customer focus, total involvement, continuous improvement, training and teamwork. Such principles are the most fundamental tools or circumstances that can warrant a success implementation and functioning of TQM in sports. The effective application of TQM thus requires the backing and commitment from top management; enough, knowledge of TQM practices, more resources, measurement of performance, effective performance measures, effective internal communication between management and operational workers, good management systems and procedures continuous education and training.

In the examination by Martínez-Moreno and Suárez, the quality organization in the Municipal Sports Services is embedded in the servuction provided for the nationals, which are their inward customers who choose the quality change ensuring force with enormity criteria. The Model of the European Foundation for Quality Management enables the evaluation of affiliation progress towards achieving quality destinations, from a sorted out, quantifiable and basically indistinguishable framework. The fact of the matter is to finished an investigation of the level of utilization of significant worth in the Municipal Sports Services of the Region of Murcia, Spain. The example of 287 masters of 30 sports organizations gets an unusual condition of reliability at all scales, with a coefficient of assortment of .985 (region .810– .943). The score in the criteria of Policy and Strategy, People Management, Alliances and Resources, Processes and People Results were in a general sense higher ( $p < .05$ ) in the Municipalities with more than 25,000 inhabitants when differentiated and those under 10,000 and with those from 10,000 to 25,000 occupants getting overall assessments of 571 concentrations, those under 10,000, 590 concentrations those from 10,000 to 25,000 and those higher than 25,000 accomplish 636, having an OK level of significant worth in association with the scale that chooses the model (Martínez-Moreno and Suárez, 2016).

## CHAPTER 6

### CONCLUSION AND RECOMMENDATIONS

#### 6.1 Conclusions

This study measured the obstacles to applying total quality management to sport clubs. A total of 54 questionnaires were equally distributed to 6 gymnastic clubs and the respondents comprised of club managers, trainers and members in Kurdistan Region of Iraq. All of the questionnaires were successfully retrieved and this translated to a response rate of 100%. A high response rate is essential as it aids in giving out a close resemblance of the population under study. The next to each clause in the questionnaire, there were five variables. It has been used the statistical program (SPSS) to analyze the descriptive data and work tables and the following statistical methods: arithmetic mean and standard deviation. Thus, the reliability analysis of the study was found to be 0.81 which shows an excellent reliability value (internal consistency) in the study.

The administrative bodies as demonstrated by 12 reviews as to the upsides of TQM in sports organization are said "agree" with "Quality related activities hugely influence the accomplishment of any organization"  $3.28 \pm 1.12$ , "Quality and execution fill in as a driving force for improvement"  $3.28 \pm 1.12$ , "Total Quality Management ensures that benchmarks are set and mending move made at whatever point an organization frustration occurs"  $3.50 \pm 1.13$ , "Signify Quality Management focuses on the estimation of work performance"  $4.26 \pm 0.99$ , "People are guided about the level and nature of organization they get and, wherever possible, are given a choice about organizations that they are offered"  $3.96 \pm 1.01$ , "Indicate Quality Management focuses on getting agents especially induced and trained"  $3.28 \pm 1.12$ , "The TQM technique focuses on work frames and on separating every task interfacing with the organization user"  $3.15 \pm 1.45$ , "TQM passes on appropriate frameworks and methodologies critical to meet customers/gather needs and upgrade organization quality"  $3.61 \pm 1.11$ , "TQM focuses on the best and advantageous usage of resources for meet customer/assemble needs"  $5.00 \pm 0.00$ , Employees can impact basic responsibility regarding legitimate execution when they to have the power and crucial bent"  $5.00 \pm 0.00$ . Moreover, they said are "impartial" with "The execution of Total Quality Management all things considered requests a review of and reviving of all

legitimate measures"  $2.50 \pm 1.62$ , "The TQM method focuses on satisfying customer/assemble requirements"  $2.50 \pm 1.62$ .

The obstacles of TQM in sports management in general or according to views of the respondents (management, trainer, members) according to 10 questionnaires regarding the advantages of TQM in sports management are said "agree" with "Lack of backing and commitment from top management of general  $4.57 \pm 1.07$ , management  $4.45 \pm 1.21$ , trainer  $4.62 \pm 1.02$ , members  $4.59 \pm 1.08$ , "Lack of enough knowledge of TQM practice" of general  $3.26 \pm 1.49$ , management  $3.00 \pm 1.41$ , trainer  $3.06 \pm 1.65$ , members  $3.48 \pm 1.45$ , "Limited resources" of general  $1.81 \pm 0.59$ , management  $1.81 \pm 0.6$ , trainer  $1.87 \pm 0.61$ , members  $1.77 \pm 0.57$ , "performance is not measured" of general  $3.89 \pm 1.02$ , management  $3.45 \pm 0.93$ , trainer  $4.25 \pm 0.85$ , members  $3.85 \pm 1.09$ , "Ineffective performance measures" of general  $3.00 \pm 1.43$ , management  $3.00 \pm 1.41$ , trainer  $2.68 \pm 1.53$ , members  $3.18 \pm 1.38$ , "Ineffective internal communication between management and operational workers" of general  $3.37 \pm 1.47$ , management  $2.81 \pm 1.40$ , trainer  $3.56 \pm 1.20$ , members  $3.48 \pm 1.62$ , "Poor management systems and procedures" of general  $3.19 \pm 1.36$ , management  $3.27 \pm 1.79$ , trainer  $3.31 \pm 1.19$ , members  $3.07 \pm 1.29$ , "Lack of continuous education and training" of general  $3.26 \pm 1.47$ , management  $2.63 \pm 1.20$ , trainer  $3.56 \pm 1.20$ , members  $3.33 \pm 1.66$ , "Avoiding taking risks and radical changes, thus remaining being more committed to the statuesque" of general  $3.15 \pm 1.42$ , management  $3.36 \pm 1.36$ , trainer  $2.68 \pm 1.53$ , members  $3.33 \pm 1.35$ , "Poor management control" of general  $3.82 \pm 1.40$ , management  $3.00 \pm 1.41$ , trainer  $3.18 \pm 1.55$ , members  $3.11 \pm 1.33$ .

The circumstances surrounding the effective application of TQM according to 10 questionnaires regarding the advantages of TQM in sports management are said "agree" with "Lack of backing and commitment from top management"  $4.57 \pm 1.07$ , "Lack of enough knowledge of TQM practice"  $3.26 \pm 1.49$ , "Limited resources"  $1.81 \pm 0.59$ , "Performance is not measured"  $3.89 \pm 1.02$ , "Ineffective performance measures"  $3.00 \pm 1.43$ , "Ineffective internal communication between management and operational workers"  $3.37 \pm 1.47$ , "Poor management systems and procedures"  $3.19 \pm 1.36$ , "Lack of continuous education and training"  $3.26 \pm 1.47$ , "Avoiding taking risks and radical changes, thus remaining being more committed to the statuesque"  $3.15 \pm 1.42$ , "Poor management control"  $3.82 \pm 1.40$ .

The application of TQM is centered on principles of commitment, cultural change, customer focus, total involvement, continuous improvement, training and teamwork. Such principles are the most fundamental tools or circumstances that can warrant a success implementation and functioning of TQM in sports. The effective application of TQM thus requires the backing and commitment from top management; enough, knowledge of TQM practices, more resources, measurement of performance, effective performance measures, effective internal communication between management and operational workers, good management systems and procedures continuous education and training.

## **6.2 Recommendations**

Based on the research findings, the researcher recommended the followings:

This study focused on obstacles to applying total quality management to sport clubs in north Iraq, we recommend a further procedure to study and investigate to applying total quality management to sport clubs in Iraq.

A replication of this investigation utilizing bigger example sizes and more noteworthy geological assorted variety would be clearly important in reevaluating the legitimacy of its discoveries.

An arrangement of longitudinal examinations would be extremely useful in concentrate the time measurement of TQM execution. At long last, the standards of TQM ought to be reconsidered to decide whether there are parts of TQM that don't run with the scholarly and managerial territories of physical instruction universities.

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## APPENDICES

### Appendix 1

Overall averages of management's responses of TQM obstacles

Resp.	C1	C2	C3	C4	C5	C6	C7	C8	C9	C10
1	5	1	2	5	1	1	2	1	5	5
2	4	5	2	4	5	4	3	4	5	4
3	4	4	2	4	4	3	5	3	4	4
4	1	3	2	4	3	5	5	3	3	1
5	5	3	2	4	3	3	5	3	3	5
6	5	3	1	4	3	3	5	3	3	5
7	5	5	2	3	5	4	3	4	5	5
8	5	4	2	3	4	4	5	4	4	5
9	5	1	1	3	1	1	1	1	1	5
10	5	2	3	2	2	1	1	1	2	5
11	5	2	1	2	2	2	1	2	2	5
<b>Avg.</b>	<b>4.45</b>	<b>3</b>	<b>1.82</b>	<b>3.45</b>	<b>3</b>	<b>2.82</b>	<b>3.27</b>	<b>2.64</b>	<b>3.36</b>	<b>3</b>

## Appendix 2

Overall averages of trainers' responses of TQM obstacles

Resp.	C1	C2	C3	C4	C5	C6	C7	C8	C9	C10
1	5	1	1	5	1	2	3	2	1	1
2	5	1	3	5	1	4	3	4	1	1
3	5	4	2	5	4	5	3	5	4	4
4	5	4	1	5	4	3	3	3	4	4
5	5	1	3	5	1	4	3	4	1	5
6	5	1	2	5	1	4	3	4	1	1
7	5	2	2	5	2	4	2	4	2	2
8	4	5	1	5	5	5	3	5	5	5
9	1	3	2	4	3	3	5	3	3	3
10	5	3	2	4	3	3	5	3	3	3
11	5	2	2	4	2	2	5	2	2	2
12	5	5	2	4	3	5	2	5	3	3
13	4	2	2	3	2	3	5	3	2	2
14	5	5	2	3	5	5	4	5	5	5
15	5	5	2	3	5	4	3	4	5	5
16	5	5	1	3	1	1	1	1	1	5
<b>Avg.</b>	<b>4.62</b>	<b>3.06</b>	<b>1.88</b>	<b>4.25</b>	<b>2.69</b>	<b>3.56</b>	<b>3.31</b>	<b>3.56</b>	<b>2.69</b>	<b>3.19</b>

### Appendix 3

#### Overall averages of members' responses of TQM obstacles

Resp.	C1	C2	C3	C4	C5	C6	C7	C8	C9	C10
1	5	2	2	5	2	1	3	1	2	2
2	5	5	2	5	5	3	3	3	5	1
3	5	1	3	5	1	5	3	5	5	1
4	5	3	3	5	3	3	3	3	3	3
5	5	5	2	5	5	3	3	3	5	5
6	5	1	1	5	1	4	3	4	1	3
7	5	3	2	5	3	2	5	5	3	3
8	5	3	2	5	3	5	4	5	3	3
9	4	3	2	5	3	5	3	5	3	3
10	4	4	1	4	4	4	5	4	4	4
11	5	5	2	4	3	2	5	2	3	3
12	5	2	2	4	2	5	5	2	2	2
13	5	2	1	4	2	2	4	2	2	2
14	5	2	2	4	2	5	4	1	2	2
15	5	4	2	4	4	5	2	5	4	4
16	5	5	2	4	5	5	2	5	5	5
17	1	5	2	4	5	4	3	4	5	5
18	1	5	2	4	5	5	3	5	5	5
19	4	5	1	3	5	5	4	5	5	5
20	5	5	2	3	2	5	3	5	2	2
21	5	5	2	3	5	5	5	5	5	5
22	5	5	2	3	5	5	1	5	5	5
23	5	3	1	3	3	1	2	1	3	3
24	5	2	1	3	2	2	1	2	2	2
25	5	2	2	2	2	1	1	1	2	2
26	5	5	1	2	2	1	1	1	2	2
27	5	2	1	1	2	1	2	1	2	2
<b>Avg.</b>	<b>4.59</b>	<b>3.48</b>	<b>1.77</b>	<b>3.85</b>	<b>3.18</b>	<b>3.48</b>	<b>3.07</b>	<b>3.33</b>	<b>3.33</b>	<b>3.11</b>

**APPENDIX 4**  
**RESEARCH QUESTIONNAIRE**  
**QUESTIONNAIRE ON OBSTACLES TO APPLYING TOTAL QUALITY**  
**MANAGEMENT TO SPORT CLUBS**

The questionnaires consist of three major parts as shown below, which focuses on the areas of interest of the research. The first part relates to the extent to which employees are motivated to implement the TQM ideology, the second section focuses on customers' satisfaction. The final section focuses on operational effectiveness.

**SECTION A: RESPONDENT PROFILE**

**1. What is your gender? Please tick where appropriate.**

Male

Female

**2. What is your department? Please tick where appropriate.**

Management

Administration

Training

**3. What is club Position? Please tick where appropriate.**

Manager

Member

Trainer

**4. Do you have a Total Quality Management qualification? Please tick where appropriate.**

Yes

No

Other

**5. If your answer to the above is other, kindly specify.**

Accounting and Finance

Business Management

Human Resources

Marketing

Sports Management

**6. Have you heard of Total Quality Management? Please tick where appropriate.**

Yes

No

**SECTION B: ADVANTAGES OF APPLYING TQM IN SPORTS**

7. The following questions evaluate the opinions of personnel regarding the benefits that may be realized from the use of TQM at the Club. **(Please tick where appropriate).**

	1	2	3	4	5
<b>1= Do not know</b>					
<b>2= Does not agree at all</b>					
<b>3= Slightly agree</b>					
<b>4= Agree in most cases</b>					
<b>5= Fully agree</b>					
B1. Quality related activities have a huge impact on the success of any organization.					
B2. Quality and performance serve as a catalyst for improvement					
B3. The implementation of Total Quality Management generally mandates a review of and updating of all organizational measures.					
B4. Total Quality Management ensures that standards are set and remedial action taken whenever a service failure occurs.					
B5. Total Quality Management focuses on the measurement of work performance.					
B6. People are consulted about the level and quality of service they receive and, wherever possible, are given a choice about services that they are offered.					
B7. Total Quality Management focuses on getting employees well motivated and trained.					

B8. The TQM strategy focuses on satisfying customer/community requirements.					
B9. The TQM strategy focuses on work processes and on analyzing every task interfacing with the service user.					
B10. TQM deploys appropriate techniques and procedures necessary to meet customers/community needs and improve management quality.					
B11. TQM focuses on the most efficient and productive use of resources to meet customer/community needs.					
B12. Employees can make important contribution to organizational performance when they have the power and necessary expertise.					

### SECTION C: OBSTACLES TO APPLYING TQM IN SPORTS

8. The following questions determine the obstacles which can hamper or prevent the effective application at the Sports Club. **(Please tick where appropriate).**

1 = Do not know 2 = Not true at all 3 = Slightly true 4 = True in most cases 5 = Absolutely true	1	2	3	4	5
C1. Lack of backing and commitment from top management.					
C2. Lack of enough knowledge of TQM practice.					
C3. Limited resources.					
C4. Performance is not measured.					
C5. Ineffective performance measures.					
C6. Ineffective internal communication between management and operational workers.					
C7. Poor management systems and procedures.					
C8. Lack of continuous education and training.					

C9. Avoiding taking risks and radical changes, thus remaining being more committed to the status quo.					
C10. Poor management control.					