

COMPARISON OF READINESS FOR ACCEPTANCE OF TOTAL QUALITY MANAGEMENT (TQM) AT THE GENERAL DIRECTORATE OF SPORTS AND YOUTH OF ALBORZ PROVINCE

COMPARAÇÃO DE PRONTIDÃO PARA ACEITAÇÃO DA GESTÃO DA QUALIDADE TOTAL (TQM) NA DIREÇÃO GERAL DE ESPORTES E JUVENTUDE DA PROVÍNCIA DE ALBORZ

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Abstract: The purpose of this study was to compare the readiness for accepting total Quality Management (TQM) in the General Directorate of Sports and Youth of the Alborz Province. It is a descriptive-survey research. The statistical population of this study consists of all chairmen and vice chairmen of the sports departments of the Alborz province who are totally 124 people. Using the Morgan table, 97 subjects were selected randomly as the statistical sample of this study. Validity and reliability of the questionnaire were calculated using Cronbach's alpha which was 0.92. Among the ten components of total quality management, customer orientation and information use are two components that in comparison to other components, have a high level of acceptance. Another result of the research showed that among quality management components, only in continuous improvement there is a significant difference between the chairmen and vice chairmen of the Sports delegations of the Alborz province. The results of studies on quality management across government agencies indicate its positive and negative effects on organizations. As a result, it can be said that applying total quality management will lead to an increase in employee awareness, employee satisfaction, and effective team work. It also reduces customer complaints.

Keywords: Sports delegation; total Quality Management; Continuous Improvement; Customer Orientation.

Resumo: O objetivo deste estudo foi comparar a disponibilidade para aceitar a Gestão da Qualidade total (TQM) na Direção Geral de Esportes e Juventude da Província de Alborz. É uma pesquisa de pesquisa descritiva. A população estatística deste estudo consiste de todos os presidentes e vice-presidentes dos departamentos de esportes da província de Alborz, que são totalmente 124 pessoas. Usando a tabela de Morgan, 97 indivíduos foram selecionados aleatoriamente como a amostra estatística deste estudo. Validade e confiabilidade do questionário foram calculadas usando o alfa de Cronbach, que foi de 0,92. Entre os dez componentes da gestão da qualidade total, a orientação para o cliente e o uso da informação são dois componentes que, em comparação com outros componentes, possuem um alto nível de aceitação. Outro resultado da pesquisa mostrou que, entre os componentes da gestão da qualidade, apenas na melhoria contínua há uma diferença significativa entre os presidentes e vice-presidentes das delegações esportivas da província de Alborz. Os resultados de estudos sobre gestão da qualidade entre agências governamentais indicam seus efeitos positivos e negativos sobre as organizações. Como resultado, pode-se dizer que a aplicação do gerenciamento da qualidade total levará a um aumento na conscientização dos funcionários, na satisfação dos funcionários e no trabalho efetivo da equipe. Também reduz as reclamações dos clientes.

Palavras-chave: Delegação esportiva; Gestão da Qualidade Total; Melhoria Contínua; Orientação ao Cliente.

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Introduction

Total Quality Management is one of the quality-oriented methods which involve a large number of organizations. TQM has attracted scientists because of its growing acceptance in the business world; in particular, it has been the most popular and most durable management concepts for more than two decades (Idris, 2011).

TQM is a management philosophy which uses continuous improvement methods in order to use existing opportunities and available resources to improve quality by focusing on customer satisfaction. This kind of management is based on quality and most of its concepts focus on the customers and their needs. The ultimate goal of TQM is more than meeting the needs of customers. Its aim is to overcome the needs of customers and conventional standards, based on continuous and uninterrupted improvement (Bagheri, 2007).

TQM is a part of a holistic view of quality assurance. This system is a management philosophy for continuous improvement of the quality of goods and services by the participation of all the organizational levels. The success of TQM depends on the true commitment to the quality by all members of the organization. TQM has been interpreted as management innovation, not as a management revolution. TQM system is effective cost management system for individual's continuous qualitative improvement at all levels of the organization in order to deliver provide services and products that "guarantee customer satisfaction." It seeks to create a culture by which all the employees can continuously improve organizing employees by meeting the changing and diverse needs of customers (Rameshwar, 2015).

Physical education and sports have multiple psychological, cultural and social dimensions. One of the most difficult dimensions of this system, which includes different issues and opinions, is the issue of the quality of sports programs and policies which can be considered from different angles and interpretations. In the rotation of sport policies over the past two decades, most countries, especially Western countries, have increasingly emphasized on the quality dimensions and objectives of educational programs and have made extensive efforts to explain the concept of quality and its components in education, the factors affecting quality, its evaluation and control, the relationship between quality and its criteria and indicators, the formulation of a qualitative system for monitoring the inputs, flows and outcomes, and the results of the education process at the local, national and international levels (Asad, 2002).

TQM is an attitude based on which the organization management deals with continues improvement of quality with the participation of all employees, customers and suppliers and this leads to customer satisfaction, (Rajab Beigi et al, 1999). Total quality management components which are examined in this study are: training, evaluation and feedback, use of information, qualitative goals, customer orientation, suggestion system, continuous improvement and leadership commitment.

Many researchers have stated that TQM is a kind of strategy that can use tools to improve learning and increase the competitive advantage of organizations. Fast changes to the market and a decrease in product lifespan are major challenges in competitive markets that have led organizations to use technology innovations. In today's turbulent environments, organizational learning will increase the organizational innovation capability and maintain competitive advantage among other competitors (Karzai & Scholl, 2013; Lam et al., 2008).

Organizations such as faculty of physical education, Physical Education Organization, department of physical education in Ministry of education, sports federations, etc. are all organizations that should be managed by people. If people are not competent and capable of running the organization, many problems will be imposed on these organizations and sports organizations (Esmailpour, 1993). Sport managers should be willing to invest in training TQM techniques to employees, and predict that qualitative changes will not be achieved slowly. A collaborative management style and managers' patience can be a reason for significant improvement in quality statistics. Compliance with TQM principles can create many differences in organizations performance. Since the concept of TQM has been used in the United States for less than a decade, it will be important to see the success of this concept in the American capitalist community. An improvement in TQM concept requires special attention from researchers and sports management users (Marlene, 1993).

Zehira et al (2012) investigated the impact of TQM on quality performance and innovation performance. They concluded that total quality management practices such as focus on customers, continuous improvement, process management and employee management have a positive and significant impact on quality performance and innovation performance. Mobini (2009) in the study of the relationship between total quality management and effectiveness at the Physical Education Organization and the Triathlon Federation found that it is not possible to predict the effectiveness through total quality management in the Triathlon federation but this possibility has been observed in the organization of physical education. In a research conducted by Farsijani and Neyestani on the study of the integrity between the total quality management and technology management on the performance index of innovation and quality, they conclude that TQM is a strong predictor for organization's qualitative performances but it has is no significant relationship with innovation functions (Farsijani and Neyestani, 2010). Karzai & Scholl (2013) examined the effect of TQM on innovation performance and concluded that TQM has a significant impact on innovation performance. Mahmud & Hilmib (2014) investigated the impact of TQM on the performance of Malaysian medium-sized companies by mediation of organizational learning. They concluded that TQM has a positive effect on corporate performance and organizational learning, and organizational learning as a mediating variable, has a positive role in the impact of TQM on the performance of companies.

Gozacan and Ziarati (2002), in his research concluded that the development of quality criteria for use in existing educational institutions should be revised and new methods such as TQM should be used more and this requires more familiarity with this method. Provincial Sports delegations are important centers for the development of manpower for sports in the country and they are responsible for the development of provincial sports facilities. Given these critical tasks and the important role that these organizations have in pursuit of the goals of the country's physical education organization, the low returns of these organizations in exchange for the more resources they are allocated- which is due to poor quality in the physical education system and its activities- can not promise a clear future for the sport of the provinces and ultimately the sport of the country. To solve such problems, countries use a key strategy called TQM which is a method for managing organizations, improving the overall efficiency and effectiveness of the organization and achieving the highest quality level. But TQM is not a cure for immediate action and according to Hart & Mossfield, before running TQM; you must review the organization for its acceptance. In this regard, the researcher, by knowing thoughts, tendencies and attitudes of staff of the Alborz sports delegations, is trying to clarify the extent to which they are prepared to accept TQM. He also wants to identify which factor among the factors involved in this thinking is more valuable for these individuals and, by identifying the existing backgrounds, offers suggestions on removing the barriers to using TQM in the delegations of the elected province. The researcher hopes that this will be an introduction to the implementation of TQM and the improvement of the quality of the sports departments' services in the future.

Methodology

This study is a descriptive-analytical survey research. Data collection was done by field methods. The statistical population of this study consists of all chairmen and vice chairmen of the sports departments of the Alborz province who are totally 124 people. Using the Morgan table, 97 subjects were selected randomly as the statistical sample of this study.

In this study, information was collected by Spinval total quality management questionnaire (1994). The questionnaire consists of two parts. The first part of the questionnaire includes information about the individual characteristics of the subjects, such as gender, years of service, field of study, and the office of the workplace, and the second part consists of ten components of the four options of TQM. The researcher outlined the views of the chairmen and vice chairmen of the sports delegations of Alborz province in the form of questions corresponding to the ten characteristics of the TQM, based on the Likert Four point scale. According to Cronbach's alpha the validity and reliability of this questionnaire in the present study was 0.92.

To analyze the data of this study, we used statistical methods of mean and standard deviation and in order to verify the normal distribution of data, Kolmogorov Smirnov test was used. Regarding

normal distribution, Kruskal Wallis test was used by SPSS version 22.

Results

Table 1, description of readiness of individuals in the ten components of TQM

Percentage	Frequency of high levels of readiness	Percentage	Frequency of moderate levels of readiness	Percentage	Frequency of low levels of readiness	Standard deviation	Average of quality management acceptance	Indicators Components	
28.12	18	62.5	40	9.37	6	17.19	127.82	team work	1
28.12	18	70.31	45	1.5	1	14.13	125.65	Quality groups	2
50	32	42.18	27	7.81	5	13.56	126.42	Education	3
57.81	37	42.18	27	0	0	13.65	127.16	Evaluation and feedback	4
76.56	49	22.43	15	0	0	19.13	128.24	the use of information	5
53.12	34	46.87	30	0	0	17.67	126.34	Qualitative goals	6
68.75	44	29.68	19	1.56	1	18.34	128.26	Customer Orientation	7
59.37	38	35.93	23	4.68	3	19.01	127.81	Proposal system	8
64.06	41	35.93	23	0	0	18.87	128.01	Continuous improvement	9
54.68	35	45.31	29	0	0	17.89	127.34	Leadership Commitment	10
65.62	42	34.37	22	0	0	19.32	127.33	Total average	11

As shown in Table (1), among ten components of TQM, customer orientation and the use of information are two components that have a high level of acceptance in comparison with the other components. In total, the staff of the sports delegations of Alborz with an average of 127.31 have high readiness to accept TQM and due to the high level of readiness, they will not be resistant to acceptance of TQM or they will exhibit little resistant. With the help of training, it will be possible to increase the level of readiness of individuals to accept this managerial approach.

Table 2, Kruskal Wallis test results for comparing TQM acceptance by the chairmen of various sports delegations

Leadership Commitment	Continuous improvement	Proposal system	Customer Orientation	Qualitative goals	Use of Information	Evaluation and feedback	Education	Quality groups	team work	
28.88	35.42	31.07	29.72	32.55	32.65	32.41	32.85	32.69	19.21	Chi-square
32	32	32	32	32	32	32	32	32	32	Degrees of freedom
0.524	0.016	0.412	0.480	0.385	0.385	0.348	0.329	0.329	0.559	Significance level

The average readiness for accepting each component of TQM by the chairmen and vice chairmen of sports delegations was compared by the Kruskal Wallis test. The results indicate that only in accepting the continuous improvement, there is a significant difference between the chairmen of sports delegations.

Discussion and conclusion

According to the results obtained from the responses of the subjects in the descriptive part

of the research, it appears that with a mean of 127.31, the staff of the sports delegations of Alborz province had a high readiness to accept quality management, which is a high level for acceptance of TQM in Sports delegations. However, among the components of quality management, only the continuous improvement was significantly different. According to the principles of total quality management, the best way to improve organizational outcomes is to implement continuous improvement (Kzazi, 2008). Hemneginjad et al. (2012) regarding acceptance of quality management at the Sports and Youth Department of East Azerbaijan, West and Ardebil showed that the staff of these organizations has a high degree of readiness to accept quality management. With an average of 128.42, the staffs of the sports and youth departments have high a readiness for accepting TQM.

Hart & Mossfield (1996) in studying quality suggest that before running TQM, you must review the organization for its acceptance. The organization's preparedness process provides information about the purpose and quality of the organization and makes it possible for individuals to support and participate in TQM. Mohrman et al (2000) quoted by Dennis, investigated the level of staff readiness and participation in TQM programs to determine the impact of staff readiness and participation in accepting TQM. Finally, it was concluded that the readiness and participation of staff is very effective in TQM success.

From the results of the study, it was observed that only in accepting the continuous improvement there is a significant difference between the chairmen of sports delegations. In a study by Kzazi (2008), it was concluded that the total quality management emphasizes on the increasing the satisfaction of customers and consumers through the managing the systematic approaches and attitudes in the process of continuous improvement. In continuous improvement, the focus is on planning, prevention, and anticipation. If the organization develops the philosophy of continuous improvement and provides the necessary support for organizational training, then continuous improvement will be available. According to Anderson et al. (1994), continuous improvement is a complete part of TQM and since the goal is to continuously improves customer satisfaction, the desired values of continuous improvement are those values that guarantee a commitment to customer satisfaction (Siavoshi, 2005).

Jaafreh (2013) in a research entitled "The Impact of Quality Management Activities on Organizational Performance" concluded that quality management activities had a positive effect on improving the dimensions of organizational performance such as financial performance, human resource performance, innovation performance, etc." The results of studies on total quality management across government agencies indicate its positive and negative effects on organizations. The positive effects of its application on the organizations are an increase in employee awareness, more satisfaction in employees, effective teamwork, and reduce in customer complaints. Other studies in this area show that engagement of staff in teamwork is accompanied by positive impacts such as job satisfaction, skill diversification, and social support for colleagues.

During recent years, improving the level of management services, improving and increasing productivity and systematizing the activities has been the concerns of the managers of the physical education departments as the sports curator of the country. In the public sector, there is no push for competition as it is seen in the private sector; however, government executives look at TQM as a solution to governmental management partnership. So the TQM philosophy can solve the problems of the public sector, but its implementation should fit into the features of this section. Managers must change the concepts of organizational culture through training and repetition and practice. Organizational culture needs to be geared toward partnership, providing satisfaction for customer as much as possible, paying attention to the continuous improvement of processes and the use of statistical instruments and tools. The final demands of the public sector clients may not be met, but they have expectations that must be met.

Under Deming's fourteen principles, sports managers who predict the use of TQM should involve employees in the development of TQM. For TQM to succeed, it is imperative that employees in the organization understand customers and commit themselves to provide the highest quality service to customers. Considering the results obtained and the importance of implementing TQM in sport delegations and given the relatively low mean that individuals have obtained in terms of teamwork and quality groups compared to other TQM components, it is suggested to teach people to become a team member in order to prevent the resistance of them to work in teams and to

learn more about teamwork. Total quality management emphasizes on the design of technology selection and appropriate production processes, quality education, employees' more participation, considering customer needs, and necessity for job measurement. Integrated quality management is not just about the product and has a comprehensive view about the organization and product and includes all the activities and processes and details of the work. Total quality management system is an effective system for improving continuous quality efforts of individuals at all levels of the organization and provides services and products that guarantee customer satisfaction. Being well in a team involves a set of behaviors and new behaviors can be learned. The training of experts can help employees to experience the satisfaction resulted from teamwork. The sport delegations managers must involve staff in solving problems in order to reduce their resistance to TQM implementation.

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