

Benha university
Faculty of Physical Education for men
Department of Sports Management and Leisure

Total quality management and applications management in the departments of Youth and Sport of the Arab Republic of Egypt

**Research presented within the requirements for the degree of Doctor
of Philosophy In Physical Education**

Preparation

Mr. Mamdouh Ali Fikri Elsayd Elfeky

Bachelor of Physical Education in 1998

Master of Physical Education in 2005

Supervision

Dr.

Ahmad Abou El Fadl Hijazi
Assistant Professor, Department of
theories and applications of sports
Almnazlat Faculty of Physical
Education for men - Benha
University

Dr.

Mahmoud Yehia Saad
Research Professor and Chairman,
Department of Educational Sciences,
psychological, social and Dean of the
Faculty of Physical Education for
men earlier - Banha University

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First, the entrance of Search:

The current challenges makes it imperative for organizations or bodies of various sports to follow the scientific method in the face of these challenges and investment of human energies effective in improving performance and upgrading in order to achieve the goals of these organizations or sports bodies and looks modern management at the moment by organizations of all types to develop and update methods To keep pace with change and management development at the level of the world has the right to change all the dimensions and elements of work in the business requirements and management practices have tended towards the introduction of advanced technological methods to be able to compete and survive in the open world market only accepts excellence. It is more administrative aspects aimed at helping to achieve those goals of Total Quality Management, now thanks to recent technological developments allows for easy access to various information through which the objectives of the bodies of various sports, helping total quality management to achieve the desires and tendencies of the beneficiaries of the services these institutions and sporting bodies.

The Directorates of Youth and Sports, a sports bodies or institutions that must meet the needs of beneficiaries and the requirements of the labor market through the development of these districts through the use of Total Quality Management.

In this context we note that the Directorates of Youth and Sports, for providing many services must have a management distinct and managed according to market needs with the training of work where and prepare them to become cadres and the application of total quality management on the services provided by the Directorates of Youth and Sports and of interest to the organizers of the process the management which will have great impact on the success and achieve the highest return on the services provided by the district conform to the needs and access to the degree of excellence and to achieve complete satisfaction of the beneficiaries of the service.

Second, the research problem:

Become binding upon the modern management to interact with the problems and needs of contemporary organizations and communities that must be characterized by the ability to adapt to constant change and the growing development in various areas of life in communities and organizations.

The management of the overall quality of a modern trends in management and philosophy is a set of principles that management can be adopted to achieve the best possible performance, which helps in

solving many problems and difficulties related to quality and improve performance and competitiveness of the organization.

According to Mohsin and Hassan (2006) that workers directorates of Youth and Sports facing pressure of not equality of financial and administrative workers in the ministry and the province and are exposed to low-income and role conflict, lack of justice in administrative positions and skip the upgrade. And the intervention of favoritism, nepotism and lack of incentives and lack of potential burdens and functional excess and change career and that the goal of the districts did not materialize to the extent required, which be due to the lack of clarity of administrative regulations to those departments and represents the pressure of administrative staff and lead to non-achievement work perfectly.

Through the work of a researcher in the administrative area noted that the Directorates of Youth and Sports facing many difficulties and obstacles to progress and make the activities and competitions and services provided to beneficiaries is limited to specific activities, and consistent from year to year, affecting broaden the base of practitioners, and lack of attention to the wishes of the beneficiaries of services and lack of training programs and improvement of the Directorate staff and their roles do not have a social service society and an impediment to achieving the objectives and lack of coordination and integration between the administrative units of the so .. See that there is an absolute necessity had to be no requirements for Total Quality Management is applied within the district and that although they work under my parasol National Council for Youth and the National Council for Sport and collected by the laws and regulations of the firm, they all work individually in their direction, and if a framework for a fixed working through which all of these districts goals and one by the Charter of the work of policy by which are consolidated efforts towards achieving the objectives of specific and persistent.

Third: the importance of Search:

The study derives its importance from the following:

- 1 - moving most of the studies to the application of total quality management to educational institutions, industrial and trade without regard to service institutions Youth and Sports of that is considered one of the few studies concerned with the management of total quality in sports in general and the Directorates of Youth and Sports, in particular, to raise the level and progress drain it.
- 2 - moved most of the studies that dealt with the system sports directorates of Youth and Sports and its subsidiaries on a study of the problems and obstacles facing the work focusing on some of the themes

which are the administrative process without regard to the needs of beneficiaries (customers).

3 - a way to identify the extent of the commitment of senior management and personnel to total quality management directorates of Youth and Sports for being the philosophy of administrative guidance is considered to be the foundations for continuous improvement of the Directorates of Youth and Sports, both in resources, services or processes on the despite not applied so far.

4 - need Directorates of Youth and Sports to take the methods of administrative modernization and development to achieve the desired objectives.

5 - identify the level of services provided by the Directorates of Youth and Sports.

6 - lack of a scientific and standardized way to measure the total quality management in the departments of Youth and Sports.

7 - to contribute to the dissemination of the possibility of what might come of the study proposals in the various sporting bodies in accordance statutes and regulations and may arise from changes require alignment and adjustment.

Fourth: The objectives of the research:

First, identify the reality of total quality management and its applications in some of the administrative departments of youth and sport in question by identifying:

1 - senior management commitment towards Total Quality Management.

2 - Effective management of the human race.

3 - customer orientation (focus on the beneficiary).

4 - Employee participation in the processes of continuous improvement.

5 - System training staff in the directorate.

6 - to create the business climate and culture of the organization.

7 - Information System Directorate.

Second, the quality of services provided by the Directorates of Youth and Sports, namely:

1 - services and sports activities.

2 - hardware and maintenance.

3 - social services.

4 - cultural services.

5 - youth and sports facilities directorate.

6 - Public Relations and queries.

7 - community participation of the Directorate.

8 - Security and safety.

9 - special services.

Fifth, research questions:

- 1 - Is there a commitment from the Department of Youth and Sports Directorate towards the implementation of total quality management?
- 2 - Are there effective management of the human race (staff directorates)?
- 3 - Is there a direct customer?
- 4 - Is there a post for those involved in the development and improvement of services?
- 5 - Is there a system to train workers on the job requirements according to the organizational structure?
- 6 - Is there an organizational culture and climate for the work of the Directorate?
- 7 - Does the Directorates of Youth and Sports on the information system to provide its services?
- 8 - Is there a continuous improvement of services provided by the Directorates of Youth and Sport?
- 9 - Are there differences between districts in the availability requirements of total quality management?
- 10 - Are there differences in the services provided to the client (beneficiary) between the departments?

Research procedures**Research Methodology**

Stop the use of any approach from the methods of scientific research on the way that you identify the research problem may be possible to study a specific problem using approaches multiple research where the researcher used the descriptive method (surveys) and procedures as it is normal to identify the nature of truth to the community of the original from which the information and as one of the categories descriptive method because it is a compilation of the descriptions detailed the phenomenon in order to use the data to assess the current situation on the requirements of total quality management in sports organizations (governmental) and specifically the quality of sports facilities by the management mode of TQM in the sports field service in general and the improvement and development directorates of young people and sports in particular.

Second, the research community:

Represent the research community in all working in various administrative levels at the Diwan of the Directorates of Youth and Sports governorates (Assiut, Minya, Cairo, Menoufia, Ismailia, Alexandria) on the grounds that these provinces represent a geographical representation of the Arab Republic of Egypt, according to the person

designated by the National Centre for Social and Criminological Research.

Third, the research sample:

Any decision related to an inspection must be based on the stated objectives of the search also depends on the precise description of the society in question and to determine the community from which it sample, the researcher identified the sample that can benefit from access to data and information distributed in (6) provinces represent the distribution geographical Arab Republic of Egypt, where a number Acceptable level of statistical representation of the research community has necessitated the distribution of the field study sample according to the research objectives and the tools used to collect data

Fourth, the means of data collection

The researcher in obtaining the required data on more than a tool of data collection as follows:

- 1 - a personal interview.
- 2 - Survey of reference.
- 3 - analysis of documents and records.
- 4 – questionnaire

A - Questionnaire for senior management and staff to identify the availability requirements of the beneficiaries of Total Quality Management (CRM) services to youth and sports departments.

B - questionnaire to identify the level of services provided to beneficiaries of the youth centers and clubs, sports areas, visitors to the district.

Statistical treatments used

The use of a researcher to apply the appropriate treatment research data through the statistical program spss were as follows:

- Frequency and percentages.
- The arithmetic average.
- Standard deviation.
- Coefficient of internal consistency of the truth.
- Coefficient Alvakronbach.
- Coefficient of variation.
- Test of Kruskal and Wales.

Conclusions and recommendations:

First: - Conclusions:

- Conclusions on a sample of senior management and employees, "the availability of the requirements of Total Quality Management With respect to the first axis: top management commitment towards Total Quality Management.

The availability of senior management commitment towards total quality management through:

- Coordination between the departments of the Directorate leads to reduction of errors and defects.
- Coordination between the departments of the Directorate leads to the expected problems and work to resolve them
- Delegated authorities, the Directorate of youth centers, clubs and functions of the Directorate areas
- Senior management is aware that the philosophy of quality can not be accessed by traditional methods, but methods of modern management
- All leaders in the district have convinced working together and identify the tasks in the work teams

Not available senior management commitment towards total quality through:

- Do not use the declared policies of the Directorate and clear to all employees
- Do not place the Directorate on the basis of its policy of constantly improving the performance
- Are not achieving the wishes of the customers of the most important policies of the Directorate.
- The large number of customer complaints reduce the quality of service directorates.

Effective management of the human race:

There is effective management of the human element through: - Senior management personnel have the ability to command and decision-making.

The Directorate reward employees according to their ability to coordinate between the customer requirements and the performance of tasks without error.

Not available for the effectiveness of the human element through: -

- The lack of a clear plan and certified to the needs of workers in all disciplines.
- Senior management does not believe in the importance of human factor in the Directorate.
- Material and moral incentives are not commensurate with the efforts of staff in the directorate.
- The Directorate management philosophy does not give workers an opportunity to resolve their own problems.
- The lack of a sufficient number of specialists, human resources management in the directorate.

- The incentive system is not based on the merits, efficiency and effectiveness.
- System of promotions and rewards do not depend on the ability of workers to meet customer requirements
- Senior management does not encourage employees to self-learning.
- Do not test individuals according to the conditions, duties and tasks in the organizational structure
- There is no delegation of authority directorates and youth sports are not in the light of available financial degrees by the rules and regulations.
- Promotion policy is not associated with the results of performance evaluation directorate.
- There are no programs to develop and improve the skills of new employees and follow-up.
- Non-participation of workers in human resources management plan proposals and discussions of human resources.
- Non-existence of systems to assess and develop staff in the directorate.

Customer orientation (focus on the document)
Availability of customer orientation (focus on the beneficiary) through:

- Number of employees at the Directorate enough to carry the burdens of work, programs and activities provided to beneficiaries.
 - The Directorate is keen to benefit members of the community surrounding the activities and services.
- Focus on the availability of the beneficiary to some extent by:
- Programs and activities of the Directorate of young people to some extent commensurate with the differences between the beneficiaries
- Not available to focus on the beneficiary by:
- The Directorate does not adjust its services and programs according to the client.
 - Non-existence of a planned policy to develop and improve the quality of activities and competitions.
 - There is no fund to customer complaints.
 - There is no significant positive interaction between executives and beneficiaries of services.
 - Directorate not achieve the excellent relations with the beneficiaries.
 - There is no interest in customer satisfaction in the performance of services directorate.
 - The Directorate-workers do not feel that the work organized and easy to perform their duty.
 - Not taking into account the suggestions and observations about the customer services directorate.

- Senior management is not doing a preliminary feasibility studies for the selection of services and activities that provide for the first time.
- Senior management does not deviate from the rules and regulations, even if he was in favor of work and the client.
- The Directorate does not do a survey on beneficiaries of the service provided through it.
- Senior management of the Directorate does not hold meetings with stakeholders to discuss and make inquiries about the services.
- The Directorate-workers do not do the study and analysis of complaints by beneficiaries.
- Communication between the Directorate-workers and customers is extremely difficult.
- The Directorate-workers who do not inform the customer the outcome of complaints and serious solutions.

Employee participation in continuous improvement processes:

- Do not have the participation of workers in continuous improvement processes through:
 - There is no effective system for the participation of workers in improving the performance of 0
 - The Directorate-workers believe that improving the quality of performance is not an inherent responsibility to them 0
 - Do not put a clear management objectives and to develop performance standards in light of the overall quality
 - The Directorate senior management does not encourage innovation and development.
 - Senior management meetings are not held to ensure conformity of the goals of the results.
 - Senior management personnel do not share the plans for the future.
 - Directorate do not you make a self-evaluation on the staff.
 - Workers are not informed of the outcome of their performance calendar.
 - Directorate departments involved do not participate in the training plans for staff operating.
 - The Directorate does not look to the staff as a source of thought and accomplish tasks.
 - Workers do not participate in determining the quality of training programs specific to them.
 - Senior management does not shed light on the concepts and philosophy of Total Quality Management.
 - Youth directorates are not workers' proposals are implemented.
 - There is no specific vision on quality represents a unified approach to the Directorate as a whole.
 - Senior management are not given the opportunity to exchange views and information with subordinates.

- Are not recorded development proposals performance of employees in the directorate.
- There are no written policies and published towards the development and improvement of the service.
- Managers do not participate in making hiring decisions.
- Directorate-workers are not informed of the results achieved up to date.

Training system for staff directorates

Available training system for employees of the directorates by:

- Take into account the training of staff directorates to broaden the base of practitioners in the youth centers and clubs.
- Training courses in the district is determined by the material resources available to them.
- There are special directorate budget to spend on employee training.
- Be made available to the Directorate staff training courses on the use of computer systems.

System is not available for the training of personnel of the directorates by:

- Lack of faith in management to develop the capacity of the Directorate staff through continuous training.
- There are no credit committees to oversee the training.
- Training programs do not contain the contents of total quality management training.
- Do not train staff directorates of Youth and Sports on modern systems in sports management.
- Training courses are not based on the concept of Total Quality Management.
- The Directorate does not resort to the use of experts in sports management 0
- Not to set up workshops and training programs to improve the quality of service.
- Directorate do not care centers for scientific research on modern systems of management.
- Do not train staff to manage the Directorate and the organization of sports competitions in the light of total quality management.
- Do not prepare and qualify workers before taking their jobs.
- Senior management of the Directorate does not evaluate the results of training programs for employees after each program.
- Directorate not to send employees to training sessions on total quality management.
- There are no meetings between senior management and officials in the province to study the plans prior to implementation.
- The Directorate senior management do not put training programs for employees to resolve conflicts and problems.

- Training of staff directorate is not a community-based projects.
Create a business climate and culture of the organization:

Available to create the business climate and culture of the organization through:

- Improving the level of service at the Directorate helps to TQM implementation by.
- Implementation of the decisions of the Directorate of the highest authority in the organizational structure.
- Used the authoritarian regime in the management of various departments in the directorate.

It does not have to create the business climate and culture of the organization through:

- Lack of clarity between senior management and employees to reach the required level of performance.
- Directorate managers do not use their influence and their authority to obtain the resources to work.
- The Directorate does not practice the methods of democracy at work.
- Work environment directorate does not show the shortcomings and for worse.

Youth and Sports directorates are not spreading the concepts of Total Quality Management.

- The Directorate does not create a climate when innovation or change.
- Development and change does not depend on maintaining the spirit of teamwork.
- Workers are not aware of the concepts and requirements of the elements of total quality management.
- The Directorate-workers do not put effort and time at the disposal of their superiors.
- Sporting culture directorate does not work to detect vulnerabilities and deviation 0
- The culture of the Directorate does not support capabilities and improve its image with customers.
- Not based versions of the Directorate for the development of culture workers.
- No groups are selected on the basis of work done in the fastest time.
- Senior management does not encourage a culture of quality.

Information System Directorate:

Information system is available through the Directorate:

- The Directorate has an integrated information system for employees and their qualifications, competences and Mousvathm.
- Write letters, correspondence, statements of activities on computers.
- Documentation of the steps is the Executive Directorate of the General Plan on an ongoing basis.

- There is documentation of meetings of the Directorate senior management directorate.

And information system is not available through the Directorate:

- The Directorate does not provide rules for data and information directorate.

- Data and information is not available to employees in the directorate.

- Instructions are not clear and transparent in the district.

- Departments do not keep records for archival programs and services.

- Senior management does not investigate my personal, or to identify the needs of workers.

- The Directorate does not have data and information on the beneficiaries (customers).

- Most workers do not know how to use the Directorate computers.

- The Directorate does not use the Internet to obtain data and information required.