

The Role of the Management and Cognitive Awareness of Quality Systems in Football Clubs and Companies in Dubai: A Case Study

Mohamed Abdulwahab Alansari

Development and Corporate Excellence Office Director
Dubai Sports Council, Dubai, UAE

Abstract

This study attempts to identify the obstacles to the implementation of quality at sport institutions and football companies in Dubai. The qualitative methods have been utilized due to its efficiency in such survey studies. The population of the study includes all the employees of football clubs and companies, namely (1046), of which 210 employees have randomly been randomly chosen as a sample, based on the variable of demography and personal factors. Following this method, the researcher's task is to describe and analyze a phenomenon, and then find out the main factors affecting it. The study is divided into two parts, theoretical and empirical. The theoretical part includes the legal as well as the institutional frameworks followed by football clubs and companies, quality systems and applications at these institutions, along with the obstacles standing in the way of implementing quality systems.

The second part, dedicated to present the empirical work, shows the study approach as well as field work. Results are presented, analyzed, and discussed. The study comes to a number of conclusions and recommendations, the most important of which are concerned with the obstacles to total implementation of quality systems and programs in football clubs and companies in Dubai, including obstacles made by humans i.e. the management and the cultural obstacles such as the level of awareness concerning the implementation of quality systems. Identifying the obstacles helps sport organizations spot the gaps in order to ridge them.

Keywords: Management; Quality System; Quality Obstacles; cognitive awareness; football.

1. Introduction

The development of scientific theories has played an important role in life style in different dynamics. Societies have been obliged to cope with these dramatic changes, which have had impacts on all sports institutions dedicated to serve and prepare individuals and develop their abilities and potentialities. Today's world has been witnessing dramatic global changes; new needs emerged by today's generations; and new changes made in the managements of sport institutions, whether theoretical or practical, in order to raise their levels of performance and achievements. In this context, some individuals believe that this approach is irrelevant the field of sports and is exclusive to the field of economy. However, it is far from being irrelevant; instead, its tenets and applications can benefit the field of marketing, with the addition of some recommendations, depending on the circumstances and the potentials of these institutions.

Hasan Al-Shaf'i (2006) argues that investing in sport institutions means increasing its capital. It paves the way for mutual interest relationships between investors and the institutions, represented by the players, the management, and the audience. By engaging marketing in sports institutions, the country can restructure its plan designed to support them by following the policy of sponsoring. This can be significantly beneficial to regain balance in these institutions empowering them to achieve their goals and increase the variety of activities. Al-Shaf'i also believes that Total Quality Management in sports institutions requires both the senior and the executive managements to ensure that their employees show the right attitudes towards quality systems. They also need to provide for the essential resources, whether material or human, let alone ensuring the integrity and the correctness of the records, controlling the operations of all activities, and using effective systems to achieve their objectives. The continuity, growth, and development of the activities of any sport institution are linked to its ability to attract as many clients as possible and satisfy their needs, which essentially depends on the level of the services it provides. Nowadays, developed countries have started to consider the significant role of investment in developing sports.

To such countries, investment is an essential and urgent need, which they are obliged to provide their citizens with, and it is necessary for technically conducting any sport program and building a fully developed basis for sports. In these countries, sport institutions can attract the private sector, represented by official sponsors, by means of marketing and advertising for their products and goods in the sport sector. Furthermore, they can benefit from their expertise to manage effective investment and create new horizons for knowledge and professionalism in order to develop sports and facilitate for new encouraging environments that welcome any potential development.

The FIFA president, Gianni Infantino, (2016) admittedly a model of modern leadership who enjoys a high level of awareness and knowledge about the methods and the mechanisms used in management in the field of sport, calls the attention to the modern experience in the fields of quality and international football arbitration, being essential for any union, whether international or continental, to succeed. Quality and international football arbitration are important for managing the structures of these institutions in a professional and unbiased way by means of establishing reformations, especially after the dark phases called “Arbitration crisis within FIFA”. In doing so, FIFA has attempted to go back to the basic concepts of arbitration such as transparency, prejudice, quality, sustainability, monitoring, and field work. He also affirms that the development of quality systems in FIFA requires the implementation of arbitration principles pursuant to international standards led by a new competent team consisting of the board of directors, the general secretariat, permanent committees, a development committee, the finance committee half of its members are independent, an external committee half of its members are independent to work on updating, revising, and executing the rules and the regulations in a transparent and unbiased way. All of these entities are working hand in hand following a new strategy which all efforts should be exerted to develop. In addition, he urges to form a new judicial body appointed to implement all the new provisions for the protection of human rights.

2. The study problem

After scrutinizing the status, institutional structures, and the employees of sport institutions in Dubai, the researcher, who has a direct contact with these institutions, has found out that such institutions, having been established in simple social environments based on mutual trust, sacrifice, and voluntary efforts, lacks administrative systems that monitor and put relationships within clear frames. All the work done in these institutions is based on experience accumulated over years. Consequently, Quality systems are barely implemented there and change sounds difficult because change means moving from the circle of unquestioned voluntary work out to organized work measured by the evaluation of performances and achievements. The study problem can be summed up in the following questions:

2.1 The primary question:

- Do leadership and cognitive awareness contribute to overcome obstacles on the way to implementing quality systems in sport clubs as well as football companies in Dubai?

2.2 The secondary questions:

1. To what extent do the managers implement the standards of quality systems in clubs and football companies?
2. Does the employees' level of cognitive awareness have an impact on the implementation of quality systems in clubs and football companies?

3. The general hypothesis:

Administration and cognitive awareness contributes to overcome obstacles on the way to implementing quality systems in sport clubs and football companies in Dubai.

3.1 Sub-Hypotheses:

- Administration has a significant role in implementing quality systems in sport clubs and football companies.
- The level of cognitive awareness has an impact on the implementation of quality systems.

4. Objectives of the study:

The general objective of the research is to determine some obstacles and problems hindering the managements of sport institution implementing quality systems. In doing so, the study is focused upon the following goals:

- Determining the obstacles and the problems that get in the way to implementing quality systems.
- Categorizing the obstacles into: administrative and cognitive obstacles.

- Identifying with the employees' views and ideas at sport clubs
- Explaining the obstacles getting in the way to implementing quality systems at sport clubs and football companies.

5. Concepts and terms:

The study involves a range of terms associated with quality such as quality control, quality improvement, and quality assurance. In order to help scholars and researchers get a better understanding in the field, the following is an attempt to present each of these terms in a simpler way.

5.1 Quality:

It refers to the extent to which all requirements expected or determined by the clients are met. (National Quality Assurance and Accreditation Committee, 2004)

5.2 Quality Improvement:

It refers to the systematic and organized approach to selectively determine the available opportunities to improve products or services. It aims to reduce violation of the desired standards and achieve the quality gap to guarantee the consistency of the process and control the results. (Khoja, 2004)

5.3 Quality Management System:

It refers to the establishment of policies and goals geared toward managing and controlling quality at institutions. (National Quality Assurance and Accreditation Committee, 2004)

5.4 Total Quality Management:

Witcher (1990) divides total quality management into three sub concepts: "total", which takes every individual at the institutions including the clients and the service receivers as responsible for achieving quality; "quality", which refers to fully achieving clients' needs; and "management", which refers to the commitment of both the senior and executive administrations to meet quality levels.

6. Review of Related Literature:

The study examines the studies dealing with relevant terms, concepts, and the overall views on the subject in terms of content and the main areas. These studies are divided into following groups: studies that deal with quality systems implemented by several institutions in terms of many aspects, studies that focus on obstacles hindering the implementation of quality systems at various institutions, and studies that deal with quality systems implemented in sport institutions.

There have been various studies that deal with quality systems as implemented in several institutions in terms of many aspects such as reengineering, improvement, evaluation, customers' satisfaction, and product quality. In a study by Ahmad (2002), the researcher suggests a system based on two rationales; the first assumes that reengineering opens the way to new competitive advantages for the institution, and the second assumes that the basic principles of reengineering process can be implemented in whatever institutions (Ahmad, 2002). Reengineering process can be subdivided into three other systems: institutions structure, objectives, and performance measurements. Accordingly, the study suggests the significance of reengineering in developing the performance of the institutions. Another study by Venkatraman (2007) provides a framework for total quality management, which stresses that continuous improvement is a valid way to run the programs of total quality management in the field of higher education (Venkatraman, 2007). In this study, total quality management is broken down in terms of a number of crucial factors such as current educational practices, obstacles to total quality management, and return on investment due to the implementation of quality systems. This analysis paves the way to design a framework for total quality based on Deming's wheel (Plan – Do – Check – Act), acronymed as (PDCA), aiming at conducting continuous improvements to programs and projects. As for evaluation, Abu Daqqa (2004) highlights the role of evaluation in improving the quality of education in higher studies programs (Abu Daqqa, 2004). The study deems every employee, led by a supportive administration, responsible for the process of developing quality in the institutions. Regarding the issues of the products and clients, Tylor Weaver's study (1992), "Total Quality Management", aims at explaining two main elements on which total quality management is based, namely customer satisfaction and product quality (Weaver, 1992).

The study mainly concludes that total quality management is based on two tenets: customer relationship and an environment that welcomes unity, integrity, and change. Moreover, there have been studies that are centered upon obstacles to the implementation of quality systems at institutions. For example, Dwedar (2012) delves into the major obstacles to the implementation of total quality management in sport centers for youth, which aim to improve and develop services for young people and to create appealing indoor spaces for them (Dwedar, 2012). In doing so, the researcher groups the obstacles in categories and puts forth suggestions and solutions to overcome these obstacles. Furthermore, Abu Nab'a and Mas'ad (1998) compile the potential obstacles to total quality management in the institutions of higher educations (Abu Nab'a and Mas'ad, 1998). The study comes to construct a strategy for total quality management in Jordanian private universities. In addition, Faraj (2010) aims at identifying obstacles associated to manager's knowledge and awareness of the significance of implementing total quality managements in sport activities run in Alexandria University (Faraj, 2010). In doing so, she focuses the attention to service receivers as working teams, continuous learning and training, and effective management. She categorizes the obstacles in terms of human and material resources, the availability of knowledge, and financial resources. In a study by Hirtz (2002), the attention is paid to the significance of effective management in achieving total quality (Hirtz, 2002). Mainly, the study finds out the firm relationship between managements attitudes and the implementation of quality systems, that's to say, negative management attitudes obstructs the way for quality.

Seymour's study (1994), "Total Quality Management in Higher Education", aims to sum up the obstacles to quality management a faculty has faced when trying to implement quality. The study comes to the major factors hindering the achievement of quality management there, which are lack of time, training and planning, along with individuals' attachment to conventional academic and administrative principles that reject quality systems, and their skepticism of its workings. Moreover, there have been studies that deal with quality systems as applied in particular sport institutions. For example, Radi's study (2002), "Total Quality Management: an approach to Management development in Egyptian sport clubs in the Light of Modern Global Changes" concludes that the senior management, along with effective human resources, needs to believe and commit itself to total quality management implemented through a clear plan based on the needs of both the club and the customers. In a similar study by Muhanna (Muhanna, 2003), "Total Quality Management: An Approach to Management Development of Bahraini Olympics Unions", it urges the senior management senior management to total quality management built on a broad base of knowledge and information, makes it a valid approach to be followed (Muhanna, 2003). Similarly, in a study by Hilal (2004), "Measuring Services Quality Central Sport Institutions of the Ministry of Education", the results show significant differences demonstrating a correlation between customers' expectations of services levels presented by the concerned sport institutions, the management realization of these expectations, and the actual given services (Hilal, 2004). In a study conducted on Kuwaiti sport clubs by Mutairi (2013), the researcher examines the relationship between Kuwaiti's sport clubs and the relationship between their performance, regulations, and the demands posed by the implementation of quality systems (Mutairi, 2013). The study shows a correlation between the desired objectives toward economic efficiency through the adoption of modern methods in marketing, sponsoring and investing, along with the areas and the demands posed by total quality systems. The study demonstrates the impact of the latter on developing and improving the club performance. Further, Shilbury's (1994) focuses on "Service's Quality in Professional Sport", which proves the necessity of investigating critical problems emerging during performing professional events such as the night before the game (Shilbury, 1994). It also indicates a link between the product (Basketball game), marketing management and its practical views. Such problems should be managed by marketing managers.

Total quality management has grown a common term in the jargon of modern management. It has also become one of the successful methods followed in various institutions, whether public or private. To keep pace with the new changes posed by globalization and information revolution, total quality management has been an integral part of the global economic system. It is a symptom of globalization, which has been the interest of many leaders and scholars in various fields. To implement total quality management in sport institutions, it has become a must to recognize the obstacles to it. It is worth noting that the success of the management can only be achieved by the individuals spotting and challenging these obstacles and trying to avoid them. Hence, to cope with the scientific and technological advances, it has been essential for sport institutions to challenge the changes and solve them.

This has urged the researcher to spot, group, understand, and analyze these obstacles hopefully in an attempt to bring up some effective ways to overcome them so that implementing total quality management can be possible in clubs and other sport institutions in Dubai.

Dubai Sports Council, founded in November of 2005 by virtue of a decree issued as per UAE Vice- President, Prime Minister, Dubai Ruler H.H. Sheikh Mohammed Bin Rashid Al Maktoum, who charged the Council to develop sports in Dubai and promote the culture of professional sports, Create an integrated environment for sports in order to meet the demands of society and sharpen cultural as well as physical talents of the youth to be channeled to international competitions. The H.H. Prince is committed to develop the activities of sport clubs and shift them from being unorganized and volunteering-based to be more systematic and law-based. To accelerate the process of change and guarantee its continuity and sustainability, he urges to follow the modern concepts of quality management. In doing so, he launched one of many initiatives called “Quality Week of Dubai Sports Clubs” in (2013) under the slogan “Right first Time“. This initiative is a part of the Council’s strategic plan of (2011-2016), through which the council dedicates a week annually for the purpose of developing and promoting for quality and excellence at institutions, football clubs, and companies to enhance ties and corporation among them. Thus, methods of institutional work are developed and are made inspirational for many sports institutions and bodies. As a result, Dubai clubs have started to gradually follow the dynamic processes of improvement and development.

7. Methodology:

This study is conducted using qualitative methods based on data collection and the scientific description of the study problem. The researcher conducts a survey on the available literature related to the subject matter to design the framework and answer all the questions related to the obstacles to the implementation of the systems of quality management in football clubs and companies in Dubai in UAE, test the pre-set hypotheses, and statistically identify the relationships among the variables.

7.1 The study sample and population:

The population of the study includes all the employees of football clubs and companies, namely (1046), as documented in records. The stratified random method was used in sampling. The sample was further subdivided into strata and categories based on demographical and personal factors. 210 questionnaires were given to the population. Out of the total handed questionnaires, 200 ones, namely (95.2%). 17% of the questionnaires, namely 4.8%, proved invalid and were excluded. Accordingly, 183 questionnaires, namely (87.1%) out of the total number of the questionnaires, proved valid for analysis. Table 1 and 2 illustrate the distribution of the sample.

Table 1. Sampling Associated with Demographical and Occupational Factors based on the Variables of Gender, Qualification, Age, Occupation, Years of Experience, and Employer

Variable	Level of Education	Number	Percentage
Gender	Males	142	77.6%
	Females	41	22.4%
Qualification	Below High School	9	4.9%
	High school	64	35.0%
	Graduate	100	54.6%
	Post-graduate studies	10	5.5%
Age	Under 30 years old	32	17.5%
	30 – 39 years old	85	46.4%
	40 – 49 years old	50	27.3%
	more than 50 years old	16	8.8%
Occupation	Administrative staff	116	63.4%
	Technicians	59	32.2%
	Medical staff	8	4.4%
Years of Experience	Less than a year	5	%2.7
	1 – 3 years	29	%15.9
	4 – 7 years	63	%34.4
	More than 8 years	86	%47.0
Employer	Club	120	%65.6
	Company	63	%34.4

Table 2. The distribution of the sample based on employers

Club	Frequency	Percentage
Al Shabab	39	%21.31
Al Wasl	27	%14.75
Al Nasr	26	%14.21
Al Ahli	22	%12.02
Dubai Chess Club	21	%11.48
Dubai Club of Persons of Disability (People of Determinations)	20	%10.93
Hatta	15	%8.20
Dubai	13	%7.10
Total	183	%100

7.2 The study tool:

The study questionnaire is designed based on the framework and the related literature in the field. The questionnaire is divided into three parts, each of which consists of the following:

Part one consists of data associated with the sample characteristics based on the variables of gender, qualification, age, occupation, years of experience, and employer). Part two includes paragraphs about the independent variable (quality applications). This part of the questionnaire is based on the previous literature with some modifications after being referred to the committee to meet the adjectives of the study. Paragraphs (1-3) are associated to an overview of the application of quality in the institution; paragraphs (4-6) are associated to the commitment of the management; paragraphs (7-9) relate to cognitive awareness; and finally paragraphs (10-15) relate to participation and empowerment. (see appendix B)

Likert Three-point Likert Scale is used to measure the answers given by the sample. Measuring the paragraphs is calculated as follows: (always representing 3 points), (sometimes representing 2 points), (almost never representing 1 point). As for the means, they are categorized as follows: less than (1.67) significantly indicates low level, (1.67 – 2.33) significantly indicates moderate level, and (2.34 – 3) significantly indicates high level.

7.3 The Validity of the Study Tool:

The committee members, 7 competent individuals, were referred to check the validity of the paragraphs of the questionnaire. Based on their comments, some paragraphs were redesigned and the required changes were made to fit the content of the paragraphs. Moreover, in order to test the degree of the employees' willingness to respond to the questionnaire, it was handed in to voluntary- response sample of 27 employees, surely not included in the main sample, and they showed no reluctance to respond.

7.4 The reliability of the study tool:

The reliability of the tool was confirmed using the method of (test- retest) by distributing the questionnaire to a pilot sample of (25) individuals not included in the main sample two weeks before distributing the questionnaires to the main sample. The Reliability coefficient of the study tool was (0.78%), calculated by using Cronbach's Alpha, which was (0.85%). Table 3 below illustrates the results:

Table 3. Reliability Coefficients of Internal Consistency for the tool as a whole and for each Implication separately

No	Implications	Chronological order of the paragraph	Reliability Coefficient Test- retest	Alpha
1.	an overview of the application of quality in the institution	3-1	0.83	0.90
2.	the commitment of the management	6-4	0.81	0.87
3.	Financial resources	9-7	0.75	0.83
4.	cognitive awareness	15-10	0.76	0.85
5.	Participation and empowerment	18-16	0.71	0.80
	Total	1- 18	0.78	0.85

The table above indicates that reliability coefficients for quality applications ranges from (0.71) to (0.83) relating to Test-retest, and the total is (0.78). Referring to the results of Alpha test, reliability coefficients ranges from (0.83) to (0.90), and the total is (0.85). The total average of both tests is (0.81). These values are considered acceptable for the purposes of the study, taking into consideration that the acceptable internal consistency is 0.60 and above.

7.5 Statistical analysis:

SPSS.16 was used to analyze the data represented by the employees’ answers in the designed questionnaire and the hypotheses were tested according to the following statistical operations:

1. Calculating the frequencies and the percentage to describe the characteristics of the chosen sample, the mean, and the standard deviations of the responses.
2. Calculating multiple regressions to test the validity of the questionnaire, the independent variable and its significance to the dependent variable and its implications.
3. One-way analysis of variance (ANOVA) to compare the differences in the sample responses based on demographical variable as for the dependent variable.
4. Cronbach’s Alpha to measure internal consistency of the study implications.

8. The study results:

Table 4. Results of the first hypothesis: the degree of the management’s commitment to implementing quality standards in football clubs and companies.

Paragraph No.	Paragraph	Mean	Standard deviation	Rank	Level
4	The management of the club/company is aware of the concepts and the applications of quality	2.86	0.98	1	High
5	The management of the club/company supports and encourages its employees’ ideas and initiatives contributing to promote and develop the concepts of quality	2.76	0.96	2	High
6	The management of the club/company shows interest in implementing quality projects and programs as a part of the work plan	1.65	0.094	3	moderate
4-6	Total average	2.45	0.96	-	High

Based on the table, the total average of the sample’s responses about the management’s commitment to implement quality standards in football clubs and companies are high; the total mean is (2.45); and the standard deviation (0.96). Paragraph No. (4), "the management of the club/company is aware of the concepts and the applications of quality", ranks the first at a mean of (2.86); followed by paragraph No.(5), "the management of the club/company supports and encourages its employees’ ideas and initiatives contributing to promote and develop the concepts of quality", at a mean of (2.76); and paragraph No.(6), the management of the club/company shows interest in implementing quality projects and programs as a part of the work plan, comes the last at a mean of (1.65).

Table 5. Results of the second hypothesis: The level of the employees' cognitive awareness of quality standards in football clubs and companies.

No.	Paragraph	mean	Standard deviation	Rank	Level
10	The management of the club/company runs programs to promote and implement quality concepts and applications as a part of the operating plan	2.84	0.98	1	High
11	The management of the club/company supports, encourages, and adopt programs promoting for quality concepts and applications	2.82	0.97	2	High
12	Employees of the club/company are committed to implement programs and initiatives developing quality system	1.64	1.02	3	Moderate
13	I know about the basic concepts and applications of quality	1.62	1.03	4	Moderate
14	Employees know about the concepts and applications of quality	1.60	1.04	5	Moderate
15	Employees don't know about the concepts of quality	1.58	1.06	6	Moderate
	Total Average	2.01	1.01	-	High

According to the table, the total average of the sample's responses about the level of the employees' cognitive awareness of quality standards in football clubs and companies is high, at a mean of (2.01) and a standard deviation of (1.01). Paragraph No.10, "the management of the club/company runs programs to promote and implement quality concepts and applications as a part of the operating plan", ranks the first at a mean of (2.84); followed by paragraph No. 11, "The management of the club/company supports, encourages, and adopt programs promoting for quality concepts and applications", at a mean of (2.82); then comes paragraph No.12, "Employees of the club/company are committed to implement programs and initiatives developing quality system", the third at a mean of (1.64); followed by paragraph No. 13, "I know about the basic concepts and applications of quality" at a mean of (1.62); then comes paragraph No.14, "Employees know about the concepts and applications of quality" at a mean of (1.60); then paragraph No.15, "Employees don't know about the concepts of quality", comes the last

9. Discussion of the results:

Prior to answering the study questions and hypotheses, the main question posed in the study problem, "are there any obstacles hindering the implementation of quality systems from the perspectives of the employees of Dubai sport clubs?" and "what are they?", needs to be answered.

Results show that the total average of the sample responses concerning the commitment to implementing quality standards is high at mean of (3.75), standard deviation of (0.96). Paragraph No.4, concerning the management's awareness of quality concepts and applications, ranks the first. This is explained by the fact that sport managements are now aware that to join the competitive market, whether in the field of football investments or in the field of advanced sport competitions, they need to implement the latest quality concepts, programs, and standards. To be one of the tops, updating the knowledge on quality has become a must. The average of results concerning the cognitive awareness of quality standards is moderate at a mean of (3.68) and a standard deviation of (1.01). Paragraph No.10 inquiring about the management efforts to run programs promoting for quality standards and applications as a part of the operating plan, ranks the first. The results also show that the management supports and encourages programs promoting for quality concepts and applications and that the employees are committed to implement projects and initiatives to develop quality system. These results indicate that today's managements of football clubs and companies seek to implement quality concepts to raise the levels of their employees, boost their productivity, and get the best results. Keeping pace with today's changes in the field of knowledge helps promote football clubs and companies. Based on the results, it is concluded that from the perspective of the employees of football clubs and companies in Dubai there are a number of obstacles that come on the way of implementing quality systems.

The obstacles can be categorized as being related to management and supervising obstacles such as the following cases: the senior management does not exert much effort to improve quality; the senior management makes use of quality to serve commercial purposes; the senior management fights to keep conventional managements values and resists change; the senior management applies quality standards to all departments and excludes itself; to senior management, quality is another way to control and supervision; the senior management is not keen on to implement quality standards even after a while; the senior management looks for methods that give quick results and solutions and adopts them regardless quality standards; and the senior management has other priorities and puts quality as second in priorities. On the other hand, there are obstacles that have to do with cognitive and cultural aspects including those cultural and social attitudes that reject what is new; weak ties between sports institutions and the local community; adherence to conventional patterns and the rejection of change; making excuses proving quality system as unnecessary for the institution; management satisfaction with the current performance and its efficiency to meet the customers' needs; and defects in implementing quality systems and its requirements.

10. Conclusion:

This study, aiming at spotting the obstacles to the implementation of total quality standards in football clubs and companies in Dubai, presents the related literature to provide an overall view about the subject matter. The study comes to the following conclusions:

- The implementation of quality standards still needs more support and efforts from the people who are responsible for football activities in Dubai.
- The need to find more qualified managements capable to guide the activities done in the field of football games according to modern ideas.
- Lack of cognitive awareness that some employees show in the field in terms of quality standards and programs, a thing that hinders football activities to be improved.
- The abandonment of quality specialized programs aiming at pushing football forward and raising the employees' performance in all aspects.

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