

# THE REQUIREMENTS OF TOTAL QUALITY MANAGEMENT IN IRAQI SPORTS CLUBS AND THEIR REFLECTION ON OUTSTANDING PERFORMANCE

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**ABSTRACT::** *The PURPOSE: This research has sought to spread the culture regarding TQM among employees at all levels of management in the sports clubs operating in Iraq and the duration of their reflection on creating outstanding performance, and to explore which of the variables of TQM is more influential regarding excellent performance. The aim of the study: study aimed at identifying the recent trends in total quality management and the requirements for applying them in sports clubs in order to raise their performance within the sports sector. Design / Methodology / Approach: The descriptive approach was used. The questionnaire was used to collect data in order to develop a reliable and correct measurement model for the variables of total quality management and its dimensions. The hypotheses were tested using some statistical treatments. Results: The study concluded that the performance was influenced directly by TQM and its dimensions (administrative leadership, continuous improvement, process improvement, relationship marketing). The measurement model has been developed for measuring these variables. Furthermore, the results supported the hypothesis in terms of having effect and correlation among the investigated variables. Practical Implications - This study provided a useful measure for total quality management and performance. It helps managers and employees at the sports club levels to use it in order to assess the current status of club performance. Managers may improve their performance in programs more effectively and efficiently through their strategic approaches to competition.*

*Authenticity / Originality Value / value: This study was conducted to assist the managers working in the sports sector to address the challenge of increasing the performance in sports clubs through TQM and it's reflecting.*

**Key Words:** Total Quality Management, Management Leadership, Employee Participation, Continuous Improvement, Outstanding Performance

## INTRODUCTION

The development of management science requires all organizations to update their curricula and management style according to the scientific developments, especially the sports organizations that are interested in training and preparing the youth and developing their abilities and potentials, and aim to achieve excellence in the quality of sports clubs performance by meeting the needs and requirements of sports clubs, to coaches through matching and matching with the specifications associated with each activity or areas of physical and sports education and doing the best given the available possibilities, in order to achieve the best performance as well as preparing sports hero and preparing for clubs competitions locally and globally.

The awareness of the administrative leadership in the sports clubs regarding the philosophy of TQM and their adaptation within their management practices is a general plan committed by all levels of management and all employees within these vital institutions. It has improved these departments greatly by contributing to continuous improvement and error prevention along with available physical or human resources and positive returns. And also can strengthen relations with multiple parties, as stated by [1]

The business model in sports clubs is a multi-faceted component of players and customers including fans, sports fans, distributors, club infrastructure, competitors, teams and clubs that play in the same environment and game, and sports interests.

The sport has turned into investment projects in many countries of the world, so sport's investment is one of the most important investments, since it deals with human energies, so it depends on the success of these clubs and the extent of the development of their performance

depends on the awareness of sports leaders of the philosophy of total quality management.

TQM is a general plan that includes all levels of management, and calls for the application of quality and make it as the responsibility of all employees, so it is a large-scale operation to enhance the benefits of sports clubs including continuous improvement and overcoming mistakes during the work performance to meet the needs and wishes and expectations of the parties from the relationship or customer internal and external Sports institutions and sports activities (player - manager - coach - audience)

The present study included four sections, the first of which included the research methodology; the second one was devoted to the theoretical framework, while the third one was the practical aspect. The study results have been concluded in the fourth section, which included the conclusions and recommendations.

The questionnaire was used in the current study. The questionnaire was used to collect the data in order to develop a reliable and correct measurement model that links TQM variables with their dimensions (employee participation, continuous improvement, employee training) and the responsive variable. Sample included supervisors and trainers, totally (47) individuals, and hypotheses were tested through the use of some statistical treatments; the most important analysis was the path analysis.

The problem of research was focused on some questions: (What is the awareness of employees at the administrative levels regarding the total quality philosophy in sports clubs? Is TQM improving and enhancing the outstanding performance?). The methodology showed that the importance of the current research stems from the importance of the beneficiaries of the owners including the relationship between management, trainers, sports teams,

and the public. All these parties are related to the performance of sports clubs. Therefore, the importance of the present study is in achieving the best performance through studying one of the important variables in management.

The main objective of the research was to identify the relationship between the requirements of achieving TQM and to achieve and enhance the outstanding performance in the Iraqi sports clubs, and to promote this relationship. The results revealed that the managers were unaware of TQM philosophy and did not adopt it, so the result found that TQM did not enhance or influence the reality of the ADA achievement. The study recommended the continuous support of the leadership for the departments working in the sports clubs through involving managers in continuous training courses, increasing administrative, moral and material support for them and holding intensive courses to enhance their intellectual and administrative abilities in line with the requirements for spreading the awareness of TQM philosophy.

#### Research problem

The development of quality functions on the different functions in building a service and the subsequent planning and development makes it possible to develop a team in order to define the needs and needs of the beneficiary clearly. The design of the proposed service includes determining its ability and its effect on meeting the needs and requirements of the beneficiary, for getting better performance.

It is imperative for the clubs to apply the research modern systems for achieving excellence in performance. TQM is one of the pillars of this competition.

In the Iraqi environment, especially in the sports clubs, there was a significant managerial slandering, and the clubs were managed instinctively, without any awareness regarding the principles and rules and requirements of modern management, especially TQM. There is a clear weakness in the performance of clubs and sports teams compared to Arab clubs and teams; therefore, the current study raised some questions that reflect the fundamental problem, namely:

1. To what extent do the managers of sports clubs are aware of the philosophy of Total Quality Management?
2. What is the appropriate administrative climate for the implementation of TQM standards and principles?
3. What is the relationship of TQM with the outstanding performance in the clubs of sample research?
4. What is the nature of the administrative leadership in sports clubs and their ability to achieve outstanding performance in sports clubs?
5. Is there continuous improvement in sports clubs?
6. How much is the extent of the administration's interest in internal and external customers and stakeholders?
7. Is there any training program for staff working regarding the application of the principles of total quality and continuous improvement in all managerial levels of sports clubs?

#### Research importance:

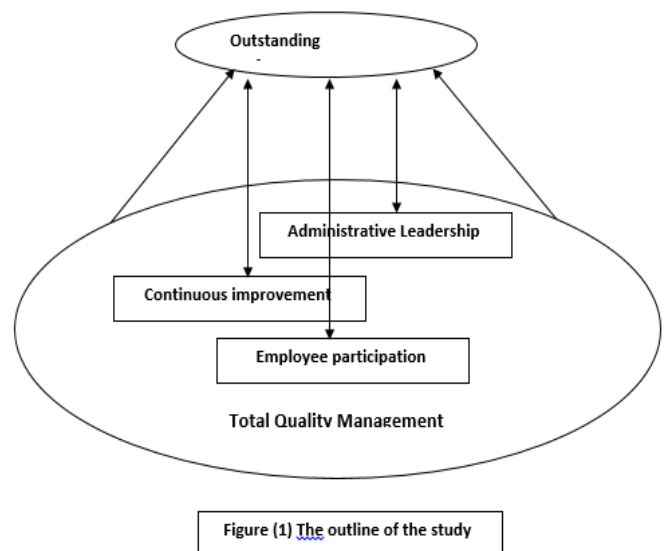
The importance of research is in revealing the reality of the performance of Iraqi clubs and the availability of an appropriate environment for the application and dissemination of TQM standards as a method in the development of sports clubs in order to achieve outstanding performance.

#### Research goals

To identify the reality of total quality management in Iraqi sports clubs, and identifying the nature of the relationship between TQM and club performance, as well as spreading the philosophy of TQM in Iraqi clubs, and achieving a number of conclusions and recommendations which may contribute to enhance the quality management and total performance excellence in clubs

#### Outline of search schema:

The study was designed according to a survey of the intellectual output of the literature related to the subject of total quality management and outstanding performance. After conducting a comprehensive review of recent researches and studies in this field, the detailed plan of the study was developed to reflect the dimensions and variables of the phenomenon which have been studied. The outline of the study in Figure (1) represents the hypothesis of effect, so that the arrow with the number (1) represents the first correlation hypothesis that represents the relationship between total quality management and outstanding performance (2) represents the hypothesis of the effect of TQM on outstanding performance.



#### Research assumptions:

The first main hypothesis: (Total quality management is related to both its dimensions and outstanding performance in sports clubs morally and positively).

#### Research limitations

- 1- Limitations regarding Human: Managers, supervisors and trainers.
- 2- Limitations regarding locale: Five clubs in Iraq.
3. Temporal limitations: The temporal limitations include the date of beginning the distribution of the questionnaire and the collection and unloading of the data for the analyzing the data and the extraction of the results, which was the period between (14/3/2016 - 17/4/2016).

#### Sample and research population

The main instrument of the current research is the questionnaire, and a number of them were distributed on a sample of (47) of managers, supervisors and trainers in a number of Iraqi first class sports clubs.

The theoretical side:

First: Total Quality Management

It concerns with an administrative and philosophical approach based on the development of performance by building a new organizational culture and improving performance in all areas of its work through the participation of all working individuals

The philosophy of TQM focuses on the philosophy of continuous improvement, responding to the needs of the customer and its changing and changing expectations [2, 3] Quality is of great importance in different operations, and attention to it requires a focus and emphasis on human resources as a researcher He has worked in the organization, and this is why he is seeking to create the conditions for the individuals who work in them to be creative and cooperative, encouraging continuous improvement and innovation, which is seen as the successful exploitation of new ideas and not in the realization and implementation of TQM [4]

The TQM portal is one of the most modern trends in management. Its philosophy is based on a set of principles that can be adopted in order to achieve the best possible performance. It is a management philosophy, a strategic approach and a means of managing change. Thinking and practices that are compatible with the environment and the contemporary requirements, emphasizing the participation of the human element in moving their talents and abilities for the purpose of continuous improvement [5, 6].

The quality of the product is defined as the degree of product excellence and consistency with the intended use. Total quality represents the continuous adaptation of products or services to what the customer expects by controlling the company's functions and working methods. The overall quality is characterized through two dimensions [7]

1. The economic dimension associated with reducing costs in order to obtain quality.
2. The social dimension associated with employee motivation and customer satisfaction.

It is possible to define the concept of quality through three main dimensions [8, 9]

1. Quality of Design refers to how the characteristics of a product or service are compared to the needs and expectations of customers.  
Conformance Quality conforms to product or service performance for designing and producing characteristics.
2. Quality of service. It means directing the customer in using the product in the appropriate manner to achieve the safe use in accordance with the needs of the appropriate time and verify the quality of service of the product if the benefit of the customer will meet in the form of product regarding his expectations.
3. The quality of performance is determined by the extent of the product's ability to perform the required functions.

Quality may be intended as follows: [10]

1. Quality means different things to different people as it can mean Luxurious product.
2. Reliability is often used as a synonym for quality.
3. Possessing more options.

TQEM is one of the most important modern management systems that have linked the principles of Total Quality Management (TQM) with the objectives of the Environmental Management System (EMS), which was called by the Global Institute for Environmental

Management (GEMI) for the first time in 1990. TQM means that all employees of the organization contribute in improving the quality of the product or service provided and not exclusively to the quality assurance department [11]

TQM is a contemporary intellectual and philosophical concept that has become the focus for researchers for almost three decades. Quality is no longer limited to the quality of the goods provided to customers, but extends to the services provided to them as well. Davis has defined it as a widely used approach in business organizations and focuses on high quality goods and services. It is used as an integral part of the organization rather than as a separate program. It employs all functional units (TQEM) is called by a group of the largest organizations in the United States. The content of this system is based on the relevance of the organization's products to the environment and directed systems. They focus on continuous education, assessment, feedback, decision-oriented data, training and other standard practices [12].

Others [13], defines total quality management as: (the overall organization effort to improve the performance of operations continuously, which represent the methods of individuals, machines and systems for accomplishing the tasks entrusted to them).

Elsewhere [14] authors define a strategy for achieving business excellence through the use and application of processes, tools, and physical technologies as well as human resources (Irfan, SM & Kee, 2013: 63). Represent an input to the achievement of business, hat the organization tries to maximize its competitiveness by improving the quality of its products, services, personnel, operations and the environment in which it operates continuously [15].

In the same direction, Stephen & Ronald defined it as the development and maintenance of the organization's capabilities in order to improve quality continuously and meet the customer's requirements and overcome them, as well as the search for quality and its application in any aspect of the work through the identification of the customer's needs with the customer's satisfaction with the services and products provided to him [16] defined it as: (a form of cooperative effort that relies on talent and capabilities for both management and personnel, to improve quality and productivity and use teams continuously).

Others [17, 18], has managed the whole organization to excel in all areas of products and services that are important in this context [19], they introduced TQM as a quality management approach based on quality and the contribution of all members. In terms of long-term success by satisfying the customer and bringing benefits to all members of the organization and society as well.

It is clear from the above mentioned definitions that there is no universally defined definition of [19] noted that the TQM definition can be classified into two types, categorized in terms of the ultimate goal and activities and functions that are conducive for achieving the goals [20]

Based on previous concepts, a comprehensive definition of TQM in sports work can be achieved as "a comprehensive and continuous approach for developing and improving the quality of administrative, technical and training services in order to meet the requirements of The changing clientele of players, trainers, technicians and therapists, and the

external clientele of audience and viewers, evolving according to the competitive environment, and in order to create sustainable value for stakeholders "

### **The importance of Total Quality Management**

Quality applications were adopted in Japan in the early 1950s by Deming, who was considered a national hero in that country and was named the Quality Award [21] TQM is an entry point to increase the flexibility and effectiveness of the organization, [22]. The importance of Total Quality Management (TQM) is that it is one of the most important tools used by major companies to advance their competitors. It means that the organization produces the best goods or provides the best services without requiring the company Delivery, or after-sale service terms, or make small errors such as a customer account statement to Zubo is required. An integrated program of TQM application is required in various activities of the organization. The distinctive service is the basis for the differentiation between a sports club and another. Almost all banks are similar in all the services offered to customers. The quality of banking performance is one of the strongest competitive equipment in securing the continuation and growth of service organizations in general, and sports clubs in particular.

The importance of TQM is to achieve a number of objectives, including reducing customer complaints, enhancing the organization's reputation, increasing market share and competitiveness, and increasing customer satisfaction and satisfaction with products or services [23, 24].

TQM is seen as an integrated philosophy, defined as the comprehensive management philosophy and a variety of tools. It is also defined as a philosophy that focuses on four principles: focus on customer, Accurate measures of activity, continuous improvements in products and processes, and the power of influence and control of individuals [27]

The American Society for Quality Control defines quality as a set of qualities and characteristics to perform or work on a product or service based on specifications that satisfy customer satisfaction when purchasing and in using it the trend of growing business organizations [28] and the adoption of TQM at present are the result of three reasons: [29].

- a. Reaction to growing domestic and global competition.
- b. The need to integrate the functions of the Organization and to improve the quality of outputs at the level of each function and at the level of the Organization.
- c. The growing success of TQM applications in the service industry.

The importance of implementing TQM at the level of business organizations can be summarized as follows: [30, 31]

- a. Increasing market share and achieving higher profitability.
- b. Maximizing customer satisfaction and loyalty.
- c. Improving employee morale and increasing their satisfaction with their jobs.
- d. Increasing the productivity of the organization.
- e. Helping in terms of creating an appropriate work culture.  
And also Building and investing in teamwork.
- f. Helping in problem solving in a systematic manner, and decision-making through teams.

### **Dimensions of Total Quality Management**

Authors in [32] identified important elements of Total Quality Management is as follows:

1. To perform the correct work from the first glance: the performance of the right work from the beginning through the installation of quality policy and linking it to the planning process, and clarity of responsibility, and the preparation of methods of improvement, and use of statistical methods, and control performance.
- 2 - To take the systemic approach: a way of thinking, research, planning and preparation of various environmental problems.
- 3 - The commitment of senior management: The managers should know the value of the application of TQM to reach the main causes of the calamities, as well as to create a revolution of change in all activities and work procedures and relations with employees, which contributes to the building of the total quality management of the whole organization.
- 4 - Collective and team work: Involving all employees on the philosophy of total quality in order to achieve improvements and solve problems easily:
- 5 - Focus on the customer: The principle of customer satisfaction is the ultimate goal of the philosophy of total quality, and through the immediate and serious fulfillment of customer demands and speed in the fulfillment of these demands
6. The process of continuous improvement: to make every aspect of operations developed thoroughly and within the daily duties of individuals and officials.

Many researchers have addressed the TQM study, each of which has addressed a number of dimensions, and Table (1) shows some of these studies

From the researchers' point of view, sub-dimensions of TQM were selected based on the survey and tested as follows:

1. Administrative Leadership: The commitment and commitment of the senior management to the principle of improving the overall quality management and its enthusiasm for the implementation of this principle is the corner stone in the success of the organization and the success of the individuals and the success of the application of total quality management [31, 32, 33]. That the creative leader receives confidence from others through their ideas and impulses. He is the unknown creator in the future and his role is hidden in the organization, and in any case accepts the uncertainty and risk.
2. Participation of employees: Participation is a fundamental principle of the principles of total quality. The workers are better able than senior management to identify the problems facing in the performance of their work and to find appropriate solutions for the practice of these businesses on a daily basis. In addition, effective participation creates an atmosphere of acceptance and resistance to change. It Involves decision makers regarding encouraging creativity, raises morale and leads to a greater degree of sense of belonging to the organization and commitment to work. This principle requires the building of an effective communication system capable of disseminating the necessary information among the employees and training the staff in communication skills and regarding individual skills in the process of dialogue and open discussion [34]

3. Continuous improvement: Quality is a mobile target, as there is no ideal level for it. Organizations should improve the quality of their products or services continually in order to stay ahead. The rapid change in technology often makes the current quality level more manageable. Time, hence continuous improvement is necessary and requires an appropriate regulatory environment [35, 36], for improving performance by documenting procedures, appointing teams to identify processes which are needed to be improved, document improvement procedures.
- 4 Based on the (Kaizen) concept, continuous improvement is the philosophy of continuing study on ways to improve the process, which requires the implantation of individual ownership. The basis of this philosophy is the belief that any aspect of the process can be improved, and that the most closely related individuals are better at identifying the changes that should be made [37] also , it means the possibility of developing the level of quality continuously to be consistent with the expectations of customers .It also means the possibility of developing the quality level continuously to be compatible with the customers' expectations, as the improvement should be in two directions, the first one is improving the services, the second involves improving the processes [38]
5. Focus on improving banking operations: Improving banking operations means the ability of the bank to analyze the activities required to provide the service and cancel the activities and redundant or redundant work cycles adding no value to the service, simplifying the procedures and reducing the number of steps to provide the service and move from successive operations to the rigid processes, Reducing time to move from one section to another to reduce service delivery time [39].
6. Training of employees: The success of TQM requires paying attention to provide the personnel with the necessary skills and abilities to implement and succeed. Good training helps to provide individuals with fresh information about the nature of work and methods, and give individuals sufficient opportunities to apply this information and skills [40] Other researchers have examined other dimensions of TQM in the perspective and nature of the organization.6. Internal and external customer satisfaction: The customer satisfaction concept has exceptional importance in terms of the literature on TQM, and the quality becomes known in the light of an interview or exceeding customer expectations. In accordance with this approach, quality was linked to a range of dimensions from the point of view of the customer, Value, appropriateness of use, support, and psychological impressions [33]. The overall quality management environment has been led to two types of customers: internal and external customers.

The external customers are the people or companies that buy the product or service [25]. In sport clubs and sport investments, the external customer is the audience and the viewers. The philosophy of TQM has given exceptional importance to its satisfaction. Japanese organizations devote most attention to satisfaction of the customer by increasing the diversity of the product and its attractiveness and responsiveness to the needs of the market, and raising slogans towards (the customer always comes first) and (the customer is the king) [37].

The internal customer is an individual or the subsequent stage in the production of the product or service. For the worker within the production line, the next factor is the internal customer. The supervisor is an internal customer for the followers Coaches, supervisors and others.

#### **Outstanding performance:**

In general, performance and individual performance are a fundamental concept in the concepts of organizational psychology... Over the past 15 years, many researchers have expanded and explained the concept of performance. They noted that organizations need individual performance to achieve their goals of delivering their products and services or any action that targets it and ultimately reflects competitive advantage.

There have been many developments in world markets that have been led to increase in competition. This has led organizations to search for more effective methods and approaches to achieve a concept of continuous improvement, not only to achieve the goal of survival and continuity on the market arena but also to look for excellence performance, the concept of outstanding performance is one of the most prominent concepts that have been put forward, in the light of globalization and the rapid technological innovations, as well as the work of the organizations. Gilbert stated that each performance includes two basic aspects. The first aspect is considered as the behavior and reflects the means used. The second aspect is the results which they reflect behavior in fact goals or ends.

In general, performance is the process towards the goal, which shows that organizational processes are used to maximize the productivity of employees, teams and the organization. Based on the above, performance is a prerequisite. Although there are some exceptions, the issue of outstanding performance is one of the most important issues in the organizations because it is closely related to the process of enhancing the Organization's chances of success compared to low performance.

Excellence is defined by the European Organization for Quality Management

"EFQM is the best practice in managing and reaching results. Distinguished organizations are those that seek to satisfy stakeholders through what they accomplish, what can be achieved, and the level of confidence that results will be sustainable in the future. Excellence requires total leadership commitment and principles of an organization in its behavior, activities and initiatives, and ways of transforming them into practice and achieving sustainable excellence [11].

The concept of excellence performance refers to the higher levels of performance that is performed by the individual. The highest level of performance that can be performed by individuals working in the organization [19].

There are significant benefits as a result of adopting a performance-oriented approach such as continuous improvement of processes and engagement of employees in the process of improvement, etc. However, some of these principles may not be fully compatible with the organization's culture. Therefore, the effective implementation of performance excellence management should be preceded by an assessment of its culture to identify weaknesses, degree of difference and gap between them and a culture of performance excellence. If

significant, training and educational programs should be developed to reduce this gap [29]

Management in its general concept is considered as the process of exploiting organizational resources to achieve the planned goals. Management of excellence means planned by organizational efforts aimed at achieving permanent competitive advantages, changing the supporting which causes to excellence and being the only constant to deal with it, according to modern environmental conditions characterized by a high degree of Change.

Organizations are distinguished from the knowledge that individuals possess. They are the focus of their work, so the presence of creativity and innovation makes them innovative and are distinguished from other organizations [11], a group of intellectual, cognitive and high-level behaviors, abilities, and knowledge of individuals working in organizations that have the ability to employ those skills, knowledge and behavior in their field of work and specialized in doing work beyond the limits of regulatory standards, And Excel provides both qualities and qualities of what others offer, and ideas and products that are modern, original, creative, and distinctive in order to enhance their high-level and growing performance goals [20].

The concept of superior performance is a conceptual structure that reflects the level of the individual and reflects the highest levels of performance measurement. As outstanding performance at the level of the organization, there is no study that explicitly indicates the existence of outstanding performance at the level of the organization, but all the researchers have mentioned about the distinction of organizations, which revolves around the concept of competitive advantage or competitive advantage, which means achieving levels of performance higher than the level of performance of competitors in Industry, this concept is beyond the current study's focus because it relates to the level of the organization and the present study focuses on the individual level (Hill & Jones, 2009: 54), And it highlights the importance and benefits of outstanding performance in the performance of business organizations through the adoption and application of the following :

Finding a culture that is strongly focused on customers will maintain and satisfy them.

1. Improving confidence and work performance of employees will increase cooperation between departments and encourage teamwork.
2. Improving community participation and responsibility.
3. Improving morale and satisfaction of employees.
4. Improving the quality of outputs and increasing the proportion of achieving the main objectives of the organization.
5. Training the staff in the development process, and following the tools to measure their performance.
6. Learning to make decisions based on facts and not feelings.
7. Creating an environment that supports and maintains continuous improvement.
8. Teaching management and employees how to identify, arrange and analyze problems and divide them into even smaller ones to be controlled.

9. Minimizing the needed tasks and activities to convert inputs (raw materials into products or services of value to customers).

10. Increasing the ability to attract customers and reduce their complaints.

The increased attention to individual performance in recent years, as a result of the rapid changes, has been faced by organizations to impose on them in the work environment for focusing on the performance of the individual as a critical variable according to their ability to achieve success within that environment, which is characterized by factors such as stress and influence on the one hand and disclosure on the other hand. They are human capabilities that enable them to continue and achieve excellence in their work. In the framework of the individual performance, it is no longer enough for the individual to entrust to the function , but it has been called for the circumstances surrounding the various organizations and their effects, and the most important issue of the search for excellence until the individuals is more creative and skilled in the performance of business and it is in line with the directions of the organization, so the organizations tended to search for methods that distinguish the performance of individuals and make it perform better than individuals in other organizations [13].

The provided is a model for the characteristics of organizations with outstanding performance, which demands the need for factors as keys to this type of performance [2]

1. Meet the needs of stakeholders: organizations should study and diagnose them and identify their needs and requirements. (i.e., customers, employees, processors and distributors) The organization must meet their minimum requirements in order to be separated.
2. Process Management: Organizations with outstanding performance are those that focus on conducting core business well, developing new product or attracting new customers and retaining them, as well as re-engineering the business, building teams in order to satisfy stakeholders by managing their operations as efficient and effective.
3. Converting Resources to Capacities: Organizations need resources to carry out their operations, and they must own and control these resources and transform them into effective capacities to preserve their distinctiveness from competing organizations.
4. Strong organizational culture: Workers in organizations, who are with strong organizational culture, are characterized by a high degree of commitment and loyalty. The organization is composed of structures, policies and cultures. These components are entangled in rapid changing environments and the organizational culture is the most difficult factor to change. The interest of organizations is providing a cohesive and high culture that supports access to high levels of performance.

#### **Dimensions of outstanding performance:**

1. Leadership is the process of influencing people and directing them to achieve the goal. Leadership, as a concept, is an important process for motivating individuals to make their best efforts to achieve the desired results. Leadership is directing individuals and guiding them to move in the right direction and fulfilling

- their commitments and motivating them to achieve the goals of the organization. [10]
- 2 - Cultural values: Culture as a common value includes basic beliefs that help the management of the organization to search for excellence [20]
  3. Innovation: Innovation is a simple idea that goes beyond the barriers of imitation and consideration of unfamiliarity. Innovators are ordinary people who do not have supernatural abilities. They reject tradition and inertia. Innovators have higher capabilities than others in organizing ideas with innovation [12]
  4. Satisfaction of employees: Reflecting job satisfaction on outstanding organizational performance, by providing the psychological, physical and social needs of employees, and maintaining a positive organizational and social environment such as providing independence, participation and mutual trust, based on this logic, is believed to affect the development of routine patterns for interaction within the organization .

#### The second topic-

Practical aspect of research:

First, using point of view of the surveyed sample, the results are presented, analyzed and interpreted.

Diagnosis of the reality of explanatory variable TQM

This table is measured using three subdivisions (administrative leadership, employee participation, continuous improvement). Table (2) refers to the computational environment and standard deviations which are related to the point of view of the sample examined for the TQM variable. Total quality management (1.95) was above the standard mean of (3), and the general standard deviation (0.47). The following is a diagnosis about the reality of the sub-variables:

Table (2): Recurrences and their percentages, the arithmetic mean and the standard deviation of the sub-variables (administrative command) and the total explanatory variable (TQM)

Arithmetic mean deviation

- 1 do not know what is the total quality requirements in sports clubs 1.68 1.10
2. The club manager is fully convinced about the importance of applying Total Quality Management in the club 1.72 0.98
3. Club managers provide time, staff, facilities and money for implementing the Total Quality Management (TQM) 2.03 0.77
4. Managers continuously plan and follow the course of the TQM program to reach the club's strategic goals. 1.75 0.98
5. Administrative leadership is interested in gaining the loyalty of members, and players and motivating them

Total Administrative Leadership

Total Quality Management 1.95 0.47

#### Administrative leadership.

Table (2) refers to the computational environment and the standard deviations which are related to the point of view of the sample in question about (administrative leadership). This table reflects a general computation about the first sub-variable (administrative leadership) above the standard mean (1.76). General standard deviation of 0.70 confirmed the average of the response. On the paragraph level, this variable was measured in five paragraphs, as shown in Table (2), as follows:

a-The first paragraph (know what the total quality requirements in sports clubs) achieved a low mathematical mean of (1.68) which is below the satisfactory mean of (3). This is a clear indication about the ignorance of the club officials and the requirements of TQM and its nature and philosophy.

About the decision makers' details and applications.

c- The third paragraph (club managers who are working to save time, staff, facilities and enough money to implement the TQM application) achieved a low computation rate of (2.03), which is below the satisfactory mean of (3). This confirms the lack of facilities.

d-The fourth paragraph (managers plan and follow the course of the total quality management program to reach the club's strategic goals) achieved a low computation of (1.75) below the satisfactory average of (3). This is a sign of the lack of planning for TQM programs and requirements in sports clubs.

e - The fifth paragraph (Administrative leadership interest in gaining loyalty of members and players and motivate them) a low computation ratio (1.64) is below the satisfactory medium of (3), and this indicates the loyalty of the customer internal and external is not a priority for decision-makers in sports clubs.

#### Diagnosis of employee participation

The data in Table (3) refers to the computational environment and the standard deviations related to the point of view of the surveyed sample regarding the participation of workers. This table reflects the general mean of the second sub-variable (employee participation) below the standard mean (1.81), with an average correlation in the answer confirmed by the general standard deviation of 0.57 on the question level, Katy:

A - The sixth paragraph (the managers of the club are involving all employees at all levels in the improvement of the quality of services in the club) a low accounting ratio of (1.81) is below the satisfactory medium of (3), and this is a clear indication about the lack of interest of managers to involve the rest of the staff in the process of improving the quality of services in sports clubs.

B - The seventh paragraph (manager's work to encourage employees to work in the spirit of one team) a low computation ratio (1.79) is below the satisfactory medium of (3), and this is a sign of discouraging the decision-makers and managers to work in team spirit in sports clubs with quality management requirements and their application.

C Paragraph 8 (authorizes managers to exercise the staff powers to act when a problem exists) has a low computation of 2.03, below the satisfactory mean of (3). This confirms that managers do not care about the authorization of staff to act when there is a problem with club.

D- The ninth paragraph (granting managers' financial and moral rewards to employees for their participation in achieving outstanding performance) with a low mathematical mean (1.89), which is below the satisfactory mean of (3), which indicates that there is a weakness in the system of rewards in sports clubs.

E The tenth paragraph (the club seeks to increase the competition among employees by declaring the bonuses granted to the beneficiaries and the reasons for granting them) a low accounting ratio of (1.58), below the

satisfactory mean of (3), confirmed that this paragraph is weak because there are no rewards, originally.

### Continuous improvement

Table (4) indicates the computational environment and the standard deviations related to the point of view of the sample (continuous improvement). The table reflects the general mean of the first sub-variable (continuous improvement) above the standard mean (2.21). The answer is confirmed by the general standard deviation of 0.51. In terms of paragraphs, this variable is measured in five paragraphs, as shown in Table (4), as follows:

- A - Paragraph (11) that (there is often a continuous improvement in working conditions within the club) has achieved a low computation level of (2.69), which is below the satisfactory mean of (3).
- B - Paragraph (12), which states (the managers of the club depends on new systems and methods to improve performance and service) a low mathematical mean (1.72), which is below the satisfactory medium of (3), and this confirms that the players of the sports clubs have no idea or new plans for improving in sports clubs.
- C- Paragraph (13) states that (managers review the work procedures on a continuous basis) with a low computation of (2.03) and below the satisfactory mean of (3), and this result indicates that managers are not required to work with constant thanks.
- D- Paragraph (14), which states (the club adopts the method for preventing the mistakes instead of correcting errors after the occurrence) a low accounting mean (1.75), which is below the satisfactory medium of (3), and this is a sign for not developing programs that would avoid mistakes before they occur[40].
- E-paragraph (15) that (the club uses advanced scientific and technological tools and methods to improve the quality of club services) achieved a low computation rate of (1.69), which is below the satisfactory mean of (3). This indicates that there are no advanced scientific tools and methods to improve the quality of services in sports clubs [41].

### Diagnosis of the reality of the responsive variable

Using twelve points. Regarding the outstanding performance variable, Table (5) indicates the computational environment and the standard deviations related to the point of view of the selected sample. This table reflects a general computation of the outstanding performance variable (2.33), which is below the standard mean of (3), and the general standard deviation (0.73). Here, there is a diagnosis about the reality of the paragraphs [42, 43]:

- A - Paragraph (16) that (our club does not have the ability to achieve the wishes of the beneficiaries through the current performance of the club) with a low (3.61) and above the satisfactory average of (3) in sports clubs.
- B- Paragraph (17), which states that (the satisfaction of employees, members and members of the club is a basic principle for the success of quality improvement programs) with a low mathematical mean of (1.72), below the satisfactory mean of (3), and this confirms the weakness of doubling the interest with the parties in sports clubs.
- C - Paragraph (18) that (the administration is interested in creating the appropriate climate to support and encourage creativity and excellence) a low arithmetic

mean of (2.4), below the satisfactory medium of (3), and this result indicates the lack of appropriate atmosphere for creativity and improve performance and self-motivation of subordinates Paragraph (19), which states (the administration of the club adopts a fair system to reward eminent persons), achieved a low mathematical mean of 2.11, which is below the satisfactory mean of (3). This is a sign that there is no fair system to reward the distinguished athletes in sports clubs[44].

- D-Paragraph (20) that (we do not have the ability to monitor the efforts of our competitors regularly) has achieved a low (3.69) computation above the satisfactory mean of (3), indicating weakness in the control of competitors' performance.
- E) Paragraph (21) that we collected data on our competitors on a regular basis to help us guide our plans which have achieved a low (2.01) computation below the satisfactory mean of (3), indicating weakness in the control of competitors' performance.
- F- Paragraph (22) that (we respond quickly to the actions of competitors with an appropriate reaction) a low mean of (1.87) is below the satisfactory mean of (3), and this indicates that the clubs do not monitor the movements of competitors in order to respond the reactions with these movements toward competitors.
- G- Paragraph (23) that (the club works to award bonuses to the outstanding performance levels achieved by employees, administrative leaders and players) achieved a low mean of (2.16), the lowest satisfactory mean of (3), and this result indicates that the respondents did not agree with this paragraph that indicates the incentive system is weak and it is no longer effective towards outstanding performance.
- H- Paragraph (24) that the administration of the club treats employees, associates and members as a valuable resource with a low mathematical mean of (2.32) which is below the satisfactory mean of (3)
- This result indicates that the concerned administration in the sports clubs is not considered the parties to the relationship which they are the cause of the success in the club, and is not cared about them and is not felt which they are important, and this leads to negative results, which reduces the motivation in achievement and outstanding performance.
- I-Paragraph (25) states that (the management of the club encourages its employees to think creatively) with a low mathematical mean of (1.85) which is under the satisfactory mean in (3). The result is resulted in the neglect of the administration of creative aspects and their detection, incubation, development and utilization.
- J. Paragraph (26) states that (the club administration works to support and encourage all members to present their views, ideas and proposals and adopt them) with a low computation ratio of (1.59) which is under the satisfactory mean of (3). The result indicates that the administration is not adopted by the management approach's goals and is not discussed the subordinates and parties to the relationship on the development of goals order to achieve them.

### Second: Test the hypothesis of research.

The results of the questionnaire were analyzed in terms of the explanatory variable and the variable.

Table (6) shows the correlations assumed by the first correlation hypothesis that shows there is a significant



correlation between TQM and outstanding performance. The below table confirms that there is no significant correlation between TQM. The following sub-hypotheses that are performed by administrative leadership, employee participation, continuous improvement, positive and significant, were appeared as follows:

\* Correlation relationship at a significant level of 0.05 = 1.6  
The correlation coefficient (0.17, 1.27 and 0.10) was respectively shown in table (6) and the value of (t) (0.11, 1.27, and 0.21), respectively, which is smaller than the tabular value of (1.6) at the significant level (0.05) and with confidence limits (0.95).

Based on the above mentions, it is possible to reject the sub-hypotheses of the current study, which states that "the performance is significantly and positively related to the administrative leadership, employee participation, and continuous improvement"

The results presented at the present study confirm the ignorance and total neglect by the Iraqi sports clubs of total quality. This shows that there is a lack of sports between the modern management techniques and lost communication engineering, and the existence of clubs in clubs is never an improvised decision making solution for decision-makers without knowledge and caring the science of administration. This has been confirmed by the lack of a significant correlation between the administrative leadership and outstanding performance and the participation of staff and the continuous improvement of sports clubs in relation to the development of scientific management studied. We also try to benefit from it in order to enhance the performance of these excellence clubs.

**CONCLUSIONS AND RECOMMENDATIONS**

First: Conclusions

- 1 - Lack of awareness of total quality management among decision makers in Iraqi sports clubs
- 2 - Lack of interest and faith in modern management techniques
- 3 - Did not care about sports clubs and parties to the relationship and stakeholders and internal and external customers.

- 4 - There are no continuous improvements in the administrative and service aspects by the clubs' administrations.
- 5 - Weakness in the incentive system for staff in the development of sports teams and in lowest levels.
- 6. There are no plans to prevent and avoid mistakes.
- 7 - Ignorance of the administration to recognize the wishes of multi-stakeholder customers and trainers, and the public individuals and administrators.
- 8. There are no programs to discover and embrace talent, create a climate conducive to creativity, introduce creative ideas and find ways to adopt them.
- 9. There is no culture of total quality management, including continuous improvement and the participation of employees and leadership of successful management, so there was a weakness in the performance of sports clubs and away from the performance of club level in the regional and international Arab world,.

**Second: Recommendations.**

- 1- To spread the culture of total quality management in sports clubs by specialists and using administrative experts with scientific qualifications.
- 2 – Pay attention to all stakeholders and pawners of multiple relationships from the internal and external customer, and take care about their attitudes and views and desires.
- 3 - Developing scientific strategic plans for the continuous improvement of the services provided by the club to the public and federations and sports teams and also to the stakeholders.
- 4 - Laying the necessary foundations and harnessing the all available energies in order to implement, consolidate and spread the awareness of the philosophy of Total Quality Management in order to enhance the outstanding performance.

	Dimensions
Researcher's name and year of publication	<b>Senior management support, customer attention, employee participation, team composition and construction, TQM training, employee assessment, benchmarking</b>
Abo zaid and jaze 2007	<b>Employee participation, continuous improvement, training, benchmarking</b>
Abaas and Hussain 2008	<b>The principle of focus on customer, the principle of training and employee education, continuous improvement</b>
Aogga2010	<b>Leadership, strategic planning, focus on customer, operations management, information analysis, focus on human resources</b>
Loke et al.,2011	<b>Senior management support, focus on customer, employee participation, employee training, focus on improving banking processes, strategic planning, effective communication, decision-making based on data</b>
Abo Zeaada2011	<b>Leadership and Management, Strategic Planning, Human Resources Management, Operations Management, Organization Culture, Management Information Systems, Communications, Continuous Improvement, Customer Satisfaction</b>
masejane,2012	<b>Focus on customer, continuous improvement, focus on the administrative needs of competition</b>
Aedi2013	<b>Focus on customer, focus on employee needs, focus on operations, focus on management and technology needs of competition</b>
Al-beraqaar2013	<b>Dimensions</b>

**Table (2): Recurrences and their percentages, the arithmetic mean and the standard deviation of the sub-variables (administrative command) and the total explanatory variable (TQM)**

	Categories	Average math	standard deviation
1	I do not know what are the overall quality requirements of sports clubs	1.68	1.10
2	The club manager is fully convinced about the importance of applying TQM in the club	1.72	0.98
3	Club managers provide time, staff, facilities and money to implement TQM	2.03	0.77
4	Managers plan and follow the course of the TQM program to reach the strategic goals of the club	1.75	0.98
5	The administrative leadership is interested in gaining the loyalty of the members, and the players and motivating them	1.64	1.07

**Table (3): Duplicates and their percentages, the mean and the standard deviation and the coefficient of variation of the sub-variables (employee participation)**

No	Categories	Average math	standard deviation
6	The club's managers work to involve all staff at all levels in improving the quality of services at the club	1.81	0.90
7	Managers encourage employees to work in a team spirit	1.79	0.80
8	Managers are empowered to act when a problem exists	1.96	0.94
9	Rewards employees with material and moral rewards due to their participation in achieving outstanding performance	1.89	0.74
10	The club seeks to increase competition among employees by announcing rewards for those who deserve them and the reasons for their award	1.58	1.08
	Total	1.81	0.57

**Table (4): Duplicates and their ratios, the mean, the standard deviation, and the variance coefficient for sub-variable paragraphs (continuous improvement)**

No	Categories	Average math	standard deviation
11	There is often a continuous improvement in working conditions within the club	2.69	0.52
12	For improving performance and service, club managers rely on new systems and methods	1.94	0.95
13	Managers review work procedures on an ongoing basis	2.36	0.70
14	The club adopts a method for preventing mistakes rather than correcting mistakes after they occur	2.39	0.64
15	The club uses advanced scientific and technological tools and methods to improve the quality of club services	1.69	0.93
	Total continuous improvement	2.21	0.51

**Table (5): Recurrences, their arithmetic mean ratios, and the standard deviation of the variable (performance)**

No	Categories	Average math	standard deviation
16	Our club does not have the ability and the ability to fulfill the wishes of the beneficiaries through the current performance of the club	33.61	1.08
17	The satisfaction Satisfaction of employees, associates and club members is a key for the success of quality improvement programs	1.98	1.04
18	Management is interested in creating the appropriate climate to support and encourage creativity and excellence	2.4	0.92
19	Club management is based on a fair system to reward distinguished people	2.11	1.06
20	We do not have the ability to monitor the efforts of our competitors regularly.	3.69	1.09
21	We collect data on our competitors regularly to help us guide our plans.	2.01	0.84
22	We respond quickly to competitors' actions with an appropriate response.	1.87	0.63
23	The club provides bonuses for outstanding performance levels achieved by employees, managers and players	2.16	1.0
24	The club management treats employees, associates and members as a valuable	2.32	1.2

	resource		
25	Club management encourages staff to think creatively	1.85	0.86
26	The club's administration works to support and encourage all members to present their views, ideas and proposals and adopt them	1.59	1.1
16	Total outstanding performance	2.33	0.73
17	Our club does not have the ability and the ability to fulfill the wishes of the beneficiaries through the current performance of the club	33.61	1.08
18	The satisfaction Satisfaction of employees, associates and club members is a key for the success of quality improvement programs	1.98	1.04
19	Management is interested in creating the appropriate climate to support and encourage creativity and excellence	2.4	0.92
		2.11	1.06

**Table (6) correlation coefficients and t values between total quality management and outstanding performance**

Total Quality Management			continuous improvement			Employee participation			Administrative Leadership			Outstanding performance	Y
X			X3			X2			X1				
r	sig	t	r	sig	t	r	sig	t	r	sig	t		
0.25	0.79	0.03	0.21	0.39	0.10	1.27	0.23	0.15	0.11	0.84	0.02		

\*\* Correlation relationship at a significant level 0.01 = 2.3 N=47

\* Correlation relationship at a significant level of 0.05 = 1.6

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