

Technology Management for Supply Chain in Sports Clubs Iraqi and Its Reflection on the Excellence Performance

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Abstract— This research seeks to spread the culture of total quality management among employees at all levels of management in sports clubs working in Iraq and the duration of their reflection on the creation of outstanding performance, and to explore any of the variables of TQM more influential performance excellence studies aims: Identify the latest trends in total quality management and the requirements for applying them in sports clubs to raise their performance within the sports sector
Design/methodology/approach: The descriptive descriptive approach was used. The questionnaire was used to collect data in order to develop a reliable and correct measurement model for TQM variables and their distances. The hypotheses were tested using some statistical treatments. **Findings :** The study concluded the sample agreement that the distinct performance is directly affected by TQM and its dimensions (administrative leadership, continuous improvement, process improvement, relationship marketing). The model of measurement of these variables has been developed. Moreover, the results support the hypothesis of influence and correlation between the investigated variables . **Practical implications:**This study provides a useful measure of overall quality management and performance, helping managers and employees at the sports club levels to assess the current status of club performance. Managers may improve their performance programs more effectively and efficiently through their strategic approaches to competition. **Originality / value:** This study is committed to assisting the administrations working in the sports sector to address the challenge of increasing the performance of sports clubs through the management of total quality and its dimensions.

Keywords— *Total Quality Management, Administrative Leadership, Technology Management, Supply Chain, Outstanding Performance*

1. 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 concerned with the industry and preparation of youth and develop their abilities and potentials, and aims to achieve the best performance of sports clubs by meeting the needs and requirements of sports clubs and teams, 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 concerned with the industry and preparation of youth and develop their abilities and potentials, and aims to achieve the best performance of sports clubs by meeting the needs and requirements of sports clubs and teams, The business model in sports clubs is a multi-faceted component of players and customers: fans, audience ,sports fans, distributors, club infrastructure, competitors, teams and clubs that play in the same environment and game, and sports interests.

Sports has become investment projects in many countries of the world, so sports investment is one of the most important investments, and since it deals with human energies, so 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 the responsibility of all employees, so it is a large-scale operation to enhance the benefits of sports clubs include continuous improvement and error over the performance of work to achieve the needs and wishes and expectations of the parties of the

relationship or customer internal and external (Player, manager, coach and audience).

The present study dealt with four topics, the first of which included the methodology of the research while the second one devoted the theoretical framework while the third came in the practical aspect. The study concluded with the fourth and final subject which included the conclusions and recommendations.

The questionnaire was used in the application of the current study. The questionnaire was used to collect data to develop a reliable and correct measurement model that links TQM variables with their dimensions (employee participation, continuous improvement and employee training) and the responsive variable. The trainers were 47 personnel, and the hypotheses were tested through AST the most important was the analysis of the path

The problem of research was focused on some questions: (What is the awareness of employees at the administrative levels of the philosophy of total quality in sports clubs, does TQM affect and enhance the outstanding performance and reinforce it?). The methodology showed that the importance of the current research stems from the importance of the beneficiaries of the stakeholders (Management, coaches, sports teams and the public) and all these parties are linked to performance

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. Administrative and employee participation and continuous improvement, a number of conclusions emerged that summarized that the management of the clubs investigated did not know the philosophy of TQM and did not adopt it, so the result was that TQM did not enhance or affect the reality of achieving outstanding performance), the study recommended the need for continuous support to the leadership of the departments working in sports clubs during Involve managers in ongoing training courses and increase administrative support.

2. The Firest Topic Research

Methodology

Supply Chain Management in a Promotional Environment in Sport clubs

Grocery retailer supply chains in Europe are characterized by high promotion intensity. For example, promotions of selected items such as diapers from Procter & Gamble are frequently used to drive store traffic to gain market share and visibility. This chapter by Arnd Huchzermeier and Ananth V. Iyer focuses on supply chain management issues associated with products frequently on promotion. The authors emphasize the need for an accurate forecast of the demand impact of such promotions and its role in affecting orders and inventories. Their approach accounts for demand forecasting, coordination issues with suppliers and the management of logistics to the store. This problem is complicated by the consumer choice of package size and purchase quantity in a competitive environment. The chapter includes a state-of-the-art review of the relevant literature and a discussion of current research insights on the benefit of manufacturer-retailer collaboration in such an environment.

Research problem:

The development of quality tasks on the various functions of building a service and the subsequent planning and development, makes it possible for the development team to determine the desires of the beneficiary and his needs clearly, hence the design of the proposed service, determine its ability and impact to meet the needs and requirements of the beneficiary and try to solve problems, develop plans, fill gaps and access to best perform

Sports investment, which plays a major role in the competitiveness of the competition in order to achieve the ultimate goal of any organization, especially in the field of sports work, clubs and federations, it is imperative that these clubs apply modern systems for excellence in performance, and that TQM is one of the excellence's factors

In the Iraqi environment, especially in the sports clubs, there was a great administrative weakness, and the clubs were managed instinctively, without awareness of the principles and rules and requirements of modern management, especially TQM. There is a clear weakness in the performance of clubs and sports teams when compared with foreign and Arab clubs

and teams, therefore, the current study raised some questions that reflect the fundamental problem, namely:

1. How the management of sports clubs is aware with the philosophy of Total Quality Management?
2. To what extent is the administrative environment appropriate to the implementation of TQM standards and principles?
3. What is the relationship of TQM with the outstanding performance in the clubs sample research?
4. What is the nature of administrative leadership in sports clubs and their ability to achieve outstanding performance in sports clubs?
5. Is there a continuous improvement in sports clubs?
6. What is the extent of the administration's interest in the internal and external customers and the stakeholders of the relationship?
7. Is there a presence for the training of workers in the application of the principles of total quality and continuous improvement in all levels of administrative clubs sports?

Research importance:

The importance of research is to reveal 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 to be able to achieve outstanding performance.

Research's Goals:

To identify the reality of total quality management in Iraqi sports clubs, the nature of the relationship between TQM and club performance, as well as spread the philosophy of TQM in the Iraqi clubs, reach a number of conclusions and recommendations which may contribute to enhancing the quality management and overall high performance in the related clubs.

Outline search plan:

The study plan was formulated according to a survey of the intellectual output of the literature related to the subject of quality management in general and the 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 studied phenomenon, and after a comprehensive review of recent research and studies

in this field has been developed the outline of the study to reflect the dimensions and variables of the phenomenon investigated, the problem of the study and philosophical approach

Figure (1) shows the assumptions. The two-way arrow represents the correlation relationship, and the one-way arrow represents the impact hypothesis. Therefore, the arrow with (1) represents the first correlation hypothesis that represents the relationship between TQM and (a) represents the hypothesis of the impact of TQM on outstanding performance.

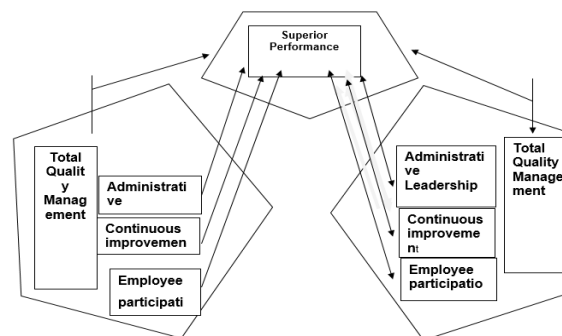


Figure 1. study's outline research plan

Research Assumptions:

The first main hypothesis: Total quality management and its dimensions are linked morally and positively with the outstanding performance in sports clubs.

Search topics:

Human topics: Managers, supervisors and trainers

Spatial topics: Five clubs in Iraq

The temporal topics: The period from the beginning of the distribution of the questionnaire and the collection of the data to the analysis of data and the extraction of results, the period between (14/03/2016 – 17/04/2016).

Research's Community and Sample:

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

First: Total Quality Management

It's one of the administrative and philosophical approaches that are 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 personnel

The philosophy of Total Quality Management focuses on the philosophy of continuous improvement, responding to the needs of the customer and his changing and renewable expectations (Al-Enezi and Al-Majdi, 2016:82). Quality has become of great importance in various operations and attention to them requires focusing and emphasizing the human resources that represent the basis of any work in the organization. This is what we seek to provide the conditions for the personnel to be creative and cooperative, which is seen as the successful exploitation of new ideas and contribute to the realization and implementation of overall quality management [4].

The introduction of TQM is one of the latest trends in management, and its philosophy is based on a set of principles that can be adopted in order to achieve the best performance, it is an administrative philosophy and a means of managing change, which aims at transferring contemporary organizations from traditional thought patterns to patterns of thinking and practices that are compatible with the environment and contemporary requirements. It also emphasizes that the participation of the human element in moving their talents and abilities for continuous improvement [15].

The quality of the product is defined by (Hilton, 1999) as the quality of the product and its compatibility 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 by two dimensions as said by Bou klok [1].

1. The economic dimension associated with reducing the cost of obtaining quality
2. The social dimension associated with motivating workers and satisfying customers

The concept of quality can be defined by three main dimensions [5].

1. Quality of design refers to how to meet the characteristics of a product or service with the needs and expectations of customers
2. Conformance of Quality is the conformity of product performance or service characteristics of design and production
3. Quality of service means directing the customer to how to use the product in the appropriate manner to achieve the safe use in accordance with the needs and verify the quality of service for the product if the benefit of the customer will match the product with his expectations.

4. Performance quality: It is determined by the ability of the product to perform the functions required of it. Quality can be intended for each of the following:

1. Quality means different things as it can mean a luxury product
2. Reliability is often used as a synonym for quality
3. Owning for more options.

TQEM: is one of the modern administrative systems which linked the Total Quality Management with the goals of the environmental management system (EMS), which was called by the Global Environmental Management Initiative for the first time in 1990. TQM means that all employees of the organization contribute to improving the quality of the product or service provided and not exclusively to the quality assurance department [17].

Quality management is one of the contemporary intellectual and philosophical concepts that have become the focus of researchers for almost three decades. Quality is no longer limited to the quality of goods provided to customers, but extends to services provided to them. Each of these attempts sought to highlight a specific feature. Davis (2003) defined it as a widely used approach in trade organizations and focused on high quality goods and services. It was used as an integral part of the organization rather than as a separate program, occupying all functional units and at all levels in the Organization [10], the total quality management of the environment has been advocated 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. It relies mainly on continuous education, evaluation, feedback, decision-oriented data, training and other practices [18].

Daft and Noe (2001) defined Total Quality Management (TQM) as: (the overall organizational effort to continuously improve the performance of operations, which represent the methods of personnel, machines and systems to accomplish the tasks entrusted to them)

Juran & Gryna (1993) defined Total Quality Management (TQM) as a strategic philosophy to achieve business excellence through the use and application of processes, tools, and physical technologies as well as human resources. The definition of Davis considered TQM as an entry point for the business to try to maximize its competitiveness through optimization the continuous quality of its products, services, individuals and the environment in which it operates [20].

Stephen & Roland defined it as the development and maintenance of the organization's capabilities in order to continuously improve quality and meet the customer's requirements and beyond, as well as the search for quality and its application in any aspect of the work from the identification of the needs of the customer to the extent of customer satisfaction with the services and products provided to them. Al-Lozi defined it as a form of cooperative effort that relies on the talents and capabilities of both management and staff to continuously improve quality and productivity and using teams [12].

Heizer & Render (1996) defined it as managing the whole organization to excel in filling in the areas of services and products that are important [14], In this context, he presented a definition of TQM as a management approach based on quality and depends on the contribution of all members and aims to achieve long-term success by satisfying the customer and bringing benefits to all members of the organization and the society as well [2].

It is clear from the above that there is no universally standardized definition of total quality management. Mann Kehoe (1994) noted that the definition of TQM can be classified into two types: classification in terms of ultimate goal and activities and functions that are happy to achieve goals [23].

Based on the above concepts, a comprehensive definition of TQM in sports work can be achieved as a comprehensive and continuous approach to developing and improving the quality of administrative, technical and training services in order to meet the changing internal customer requirements represented by the players, trainers, technicians and therapists, and the external clientele represented by the audience and viewers and developed according to the competitive environment and in order to create the sustainable value of the parties of interests.

The importance of Total Quality Management

The quality applications were adopted in Japan in the early fifty by (Deming), who was considered a national hero in that country and was named the Quality Award [26]. Total Quality Management is an input to increase the flexibility and effectiveness of the organization as well as to increase its competitive advantage as it meets the needs of the expected and unexpected customers. The importance of TQM is that it is one of the most important tools used by large companies to advance on its competitors. What is the meaning that the organization produces the best goods or provides

the best services without being obliged to deliver, Or after-sales service conditions, Or make small mistakes such as sending a customer account statement to another customer, What is needed is to develop an integrated program to implement Total Quality Management in various activities of the organization If the distinctive service becomes the basis of the trade-off between one sports club and another, The offers of almost all banks are similar to all the services they provide to customers, Thus, the quality of the performance of banking services has become one of the strongest competitive weapons in securing the continuity and growth of service organizations in general, And sports clubs in particular.

The importance of Total Quality Management is focused on achieving a number of objectives, including reducing customer complaints and enhancing the reputation of the organization, Increasing market share and competitiveness, and increase customer satisfaction and conviction of products and services [19].

There are those who consider TQM to be an integrated philosophy, and has been defined in this context, It is the comprehensive administrative philosophy and a variety of tools and methods used to achieve this philosophy (Evans, 1997: 44), It has also been defined as a philosophy that focuses on four principles: customer focus, precise measures of activity, continuous improvements in products and processes, and impact and control of individuals.

(American society for quality control defined Quality as a set of qualities and characteristics to perform or work product or service based on specifications that achieve customer satisfaction when purchasing and during use. The trend of growing business organizations to adopt TQM at present is the result of three reasons [26].

- 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 organizational level
- c. The growing success of Total Quality Management applications in the service industry

The importance of implementing TQM can be summarized at the level of business organizations as following: [26].

- a. Increase market share and achieve higher profitability
- b. Maximize customer satisfaction and loyalty

- c. Improve employee morale and increase their satisfaction with their jobs
- d. Increased organization productivity
- e. To help create an appropriate work culture
- f. Building and investing in teamwork
- g. Helps to solve problems in a systematic way, and make decisions through teams work

Dimensions of Total Quality Management

important elements of Total Quality Management are as follows:

1. Perform the right action from the first moment: The performance of the correct 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 the use of statistical methods, and control of performance.
2. Take the systemic approach: It is the way of thinking, research, planning and preparing for the problems of the different environment.
3. Senior management commitment: Managers should recognize the value of applying TQM to reach the main causes of the calamities, as well as create a revolution of change in all activities and work procedures and relations with the employees, which contributes to the building of the overall quality management of each organization.
5. Teamwork: Engage all employees on the philosophy of total quality in order to achieve improvements and solve problems easily.
6. Focus on the customer :The principle of customer satisfaction is the ultimate goal of the philosophy of total quality, and it is through the immediate and serious fulfillment of the demands of the customer and the speed in fulfilling these demands.
7. The process of continuous improvement: is to make every aspect of the processes accurately developed and within the daily duties of individuals and those responsible.

Many researchers have addressed the Total Quality Management study, and each has addressed a number of dimensions and Table (1). Some of these studies addressed a number of dimensions and Table (1).

Table 1. Dimensions of Total Quality Management

Name of Researcher and year	Dimensions
ABO ZAID& WAJAZI, 2007	Support of senior management, customer interest, employee participation, team composition and construction, training on overall quality performance, employee assessment, benchmarking of service standards
ABBAS & HUSSEIN, 2008	Employee participation, continuous improvement, training, performance measurement, Reference Comparison
AWJA, 2010	The principle of pay and incentives, the principle of customer focus, the principle of training and staff education, continuous improvement
Loke et al., 2011	Leadership, strategic planning, customer focus, operations management, information analysis, focus on human resources
ABO ZIADA, 2011	Senior management support, customer focus, employee participation, employee training, focus on improving banking processes, strategic planning, effective communication, decision-making based on data
Masejane, 2012	Leadership and Senior Management, Strategic Planning, Human Resource Management, Operations Management, Organizational Culture, Management Information Systems, Communications, Continuous Improvement, Customer Satisfaction
AEDY, 2013	Customer focus, continuous improvement, focus on the administrative needs of competition
ALBERQADAR, 2013	Focus on customer, focus on employee needs, focus on operations, focus on management and technology needs of competition

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

1. Administrative Leadership: The commitment and commitment of senior management to the principle of improving total quality management and its enthusiasm to implement this principle is the cornerstone in the success of individuals and the success of the application of Total Quality Management [12].

2. Participation of employees: Participation is a fundamental principle of the principles of total quality. The workers are more important than the senior management to identify the problems they face in performing their work and finding appropriate solutions for their practice on a daily basis. In addition, effective participation creates a climate of acceptance and non-resistance to change. The involvement of decision makers encourages creativity, raises morale and leads to a greater degree 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 on communication skills and individual skills. Process of dialogue and open discussions [7].

3. Continuous improvement: Quality is a moving goal, as there is no ideal level for it, so organizations should constantly improve the quality of their products or services to stay ahead, The rapid technological change often makes the current quality level stagnant and the customer's expectations change over time, Hence continuous improvement is necessary and requires an appropriate regulatory environment. Is to improve performance, through standardization and documentation of procedures, identify teams to identify processes that need improvement, document improvement procedures, use analytical methods and problem-solving tools [11].

Based on the Japanese concept of Kaizen, continuous improvement is the philosophy of continuous study on ways to improve the process, which requires the implantation of individual ownership, and the basis of this philosophy is the belief that any aspect of the process can be improved, The most closely related individuals are the best in determining the changes to be made. It also means the possibility of developing the quality level continuously to be compatible with the expectations of customers, as the improvement should be in two directions first is to improve services, the second includes the improvement of operations [3].

4. Focus on improving banking operations: Improving banking operations is the ability of the bank to analyze the activities required to provide service and cancel activities and redundant or redundant work cycles that add no value to the service, simplify procedures and reduce the number of steps to provide service and move from successive Operations to reduce the time to move from one section to another to reduce time [2].

5. Staff Training: The success of TQM requires 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 [12]. Other researchers have developed other dimensions of TQM both according to the perspective and nature of the organization being investigated.

6. Customer Satisfaction Internal and External: The concept of customer satisfaction is of exceptional importance at the level of literature on

TQM. Quality is defined in the light of an interview or exceeding customer expectations. In accordance with this approach, quality has been linked to a range of dimensions from the point of view of the customer, Value, suitable for use, support, and psychological impressions. The TQM environment has produced two types of customers: internal and external.

External customers are the persons or companies that purchase the product or service. in sports clubs and sports investment, the external customer is the audience and the viewers, The philosophy of TQM has given exceptional importance to its satisfaction, Japanese organizations are dedicated to customer satisfaction by increasing product diversity, attractiveness and responsiveness to market needs, And raise slogans towards (the customer always comes first) and (the customer is the king) [13].

The internal customer is the individual or the subsequent stage in the production of the product or service. As for the worker within the production line, the next worker at a later stage is his internal customer, The supervisor is an internal customer to follow Malhi, And that the internal customer in the sports work are the players and coaches and supervisors and others.

Outstanding performance

Performance in general and individual performance in particular is a fundamental concept that falls within the concepts of organizational psychology. In the past 15 years, many researchers have expanded and explained the concept of performance. They pointed out that organizations need individual performance to achieve their goals of delivering Its products and services or any action aimed at it, which is reflected in the achievement of competitive advantage.

There have been many developments in world markets that have led to increasing competition. This led the organizations to search for more effective methods and methods to achieve the concept of continuous improvement, not to achieve the goal of survival and continuity in the market arena, but also to look forward to achieving what is known as excellence in performance, is the concept of outstanding performance of the most prominent concepts put forward, under Globalization and the rapid technological innovations, as well as the work of the organizations. Gilbert discussed that each performance includes two basic aspects. The first aspect is the behavior and embodies the means followed. The second side is the results

of the behavior and it reflects the goals or goals [22].

Spher & Mondy shows that performance is the goal-oriented process that shows that organizational processes are used to maximize

the productivity of employees and organizational teams in general. Based on the above, performance is a precondition and essential. The success of organizations and ways to develop them Despite the existence of some exceptions, the issue of outstanding performance is one of the most important issues in the organizations for their relevance to the process of education.

Excellence as a term is defined by EFQM as the best practice in managing and achieving results. Outstanding organizations are those that seek to satisfy stakeholders through what they accomplish, what is possible to achieve, and the level of confidence that results will be sustainable in the future. And to develop the principles on which the Organization is based in its conduct, activities and initiatives, and on how to transform them into practice.

The concept of superior performance refers to the higher levels of job performance achieved by the individual working. The highest level of performance that can be achieved by individuals working in the organization [24].

There are significant benefits as a result of adopting a performance-oriented approach such as continuous improvement of processes and involvement of employees in the process of improvement and others. However, some of these principles may not be fully compatible with the organization's culture. Therefore, the effective application of excellence management in performance should be preceded by an assessment of its culture to identify the weaknesses and the degree of difference and gap between them and between the culture of performance excellence, if it is large and should to reduce this gap [9].

Management in its general concept is the process of exploiting the organizational resources to achieve the planned goals. The management of excellence means the planned organizational efforts aimed at achieving the competitive advantages of the permanent and the change of the reasons supporting the distinction and is the only constant that deals with it, according to the modern environmental conditions and Which were characterized by a high degree of change (Kamil,2008:2)

The distinctiveness of organizations from the knowledge that individuals possess is central to the

work they do, so the presence of creativity and innovation makes them Creative and distinct from other organizations, It is a group of behaviors, abilities, intellectual skills, and high knowledge that are enjoyed by individuals working in organizations, so that they have the ability to employ these skills, knowledge and behavior in their field of work, and specialization to accomplish work beyond organizational standards, And excel at what others offer, quantity and quality, and provide ideas and products of modernity and originality and creativity.

The concept of superior performance is a conceptual structure that reflects the level of the individual and reflects on the levels in measuring the performance of the job. As for the 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 that the researchers mention about the distinction of organizations, which revolves around the concept of competitive advantage or competitive advantage, which means achieving higher levels of performance, And highlights the importance and benefits of outstanding performance in the performance of business organizations through the adoption and application of the following [8].

1. Create a culture that is strongly focused on customers and their preservation and satisfaction.
2. Improve employee confidence and performance, increase collaboration between departments and encourage teamwork.
3. Improving participation and community responsibility.
4. Improve morale and satisfaction of employees.
5. Improve the quality of outputs and increase the proportion of achieving the main objectives of the organization.
6. Training of employees in the method of developing operations, and follow-up tools to measure their performance.
7. Learn to make decisions based on facts and not emotions.
8. Create an environment that supports and maintains continuous improvement.
9. Teaching management and employees how to identify, arrange, analyze and divide problems into a smaller, controllable, and manageable.
10. Reducing the tasks and activities required to convert inputs (raw materials to products or services of value to customers).
11. Increase the ability to attract customers and reduce their complaints.

The increasing attention to the performance of the individual in recent years as a result of the organizations face rapid changes in the work environment imposed on them to focus on the performance of the individual as a critical variable in their ability to achieve success within that environment, which is characterized by factors are stressful and influential on the one hand and revealing on the other hand what it owns The organization has human capabilities that enable it to continue and achieve excellence in its business. And in the framework of the performance of the individual is no longer enough for the individual to the function assigned to him, but called for the circumstances surrounding the various organizations, the most important issue of the search for excellence until the individuals are more creative and skilled in the performance of work and in line with the directions of the organization, so the organizations tended to search for The methods that distinguish the performance of individuals and make it performance superior to the performance of individuals in other organizations [16].

The consultant organization (Arther) submitted standard model for the features of the organizations of distinguished performance pointed to the need for available factors and as they are keys of this type of performance [25].

1. Meeting the need of the stakeholders:

The organizations should act their study, diagnosis and determining their needs and requirements and any other department has a favor in the organization, represented by (customers, employees, suppliers and distributors). The organization has to satisfy the minimum of their needs to be distinguished.

2. Operations management:

The organizations of the distinguished performance are those focusing on managing the essential works in good manner to develop a new product or attract the new customers and retain them in addition to re-engineering the works and establish work teams to satisfy the stakeholders by managing its operations in active, adequate and efficient manner.

3. Transferring the resources to the abilities and capabilities:

The organizations need the resources to fulfill their operations and they should have control on these resources to transfer them to active abilities and capabilities to maintain its distinction from the competing organizations.

4. The strong organizational culture:

The employees in organizations of strong organizational culture are characterized by high

degree of commitment and belonging as the organization consists of structures, policies and cultures and these components may be confuse in such quick changing environments in which the strong organizational culture is the most difficult in changing. The organizations are interested to provide coherent and high culture that supports the access to levels of the distinguished performance.

The Dimensions of The Distinguished Performance:

[1] The leadership:

It is an operation of affecting the people and directing them to execute the goal. The leadership as a concept is an inspiration and excitement of individuals to motivate them to present their best efforts they have to achieve the fruitful results. The leadership is related with directing the individuals, guide them to move in a proper trend and provide their commitments and motivate them to achieve both goals of them and the organization jointly [21].

[2] The cultural values:

The culture as mutual values include fundamental beliefs that assist the administration of the organization to search about the distinguish [6].

[3] The innovation:

The innovation is simple idea that passes the traditional boundaries and views the usual and common as unusual and strange. The innovators are normal persons who do not have superpower, but the refuse the tradition and inflexibility as they are characterizing with high abilities which exceed other individuals in the organization. The proper and suitable environment is regarding one of the limitations for presenting the ideas of innovation.

[4] The satisfaction of the employees:

It is a reflection of the job satisfaction on the distinguished organizational performance by providing the physical, psychological and social needs for the employees, maintaining the positive organizational and social environment such as providing the severability and participation as well as the mutual confidence. Based on this logic, it is believed that it effects on the envelopment of the routinism style to act inside the organization.

Second Research

The practical and scientific aspects of the research

First: View the results, analyse, and interpret them from the sample point of view

The diagnosis of the reality of explanatory variable

This table is divided into three dimensions: (management, employee participation, continuous improvement). Table 2 indicates the computational

and standard deviations related to the sample view of the variable quality management. The table reflects a general accounting for the overall variable quality management amounted (1.95) the standard deviation amounted(3) that is above The standard amounted (.,47) ,

The following is a diagnosis of the reality of the sub-variables:

1.Administrative Leadership

Table 2 refers to the computational aspects and standard deviations related to the point of view researched sample concerning the (administrative leadership) , the mentioned table reflects a general computational for first sub-variables (Administrative Leadership) above the standard mean that amounted (1.76), The dispersion was with harmony above medium average in the answer confirmed by general standard deviation amounted (0,70), in terms of paragraphs, this variable was measured in five paragraphs as shown in Table 2 and as follow:

a- The first paragraph (know what the overall quality requirements in sports clubs is) achieves a low computational mean of 1.68, which is below the satisfactory mean. This is a clear indication of the ignorance of the officials in the

clubs of the requirements of the overall quality management and its essence and philosophy.

b- The second paragraph (provided full conviction of the club manager about the importance of implementing the comprehensive quality management in the club) achieves a low computational mean of (1,72), which is below medium mean of (3) this is evidence on the lack of conviction of the decision-makers in the sport clubs with the requirements of comprehensive quality management and its details and application.

c- The third paragraph (the club manager's work to save time, staff, facilities and money to implement the comprehensive quality management) achieves a low computational mean of (2.03) which is below medium mean of (3), This will emphasize the lack of facilities, time and money to apply the overall quality in the clubs in question.

d- The fourth paragraph ((The managers plan and follow up the course of the overall quality management program to reach the strategic goals of the club) achieves a low computational mean of 1.75 Which is below medium mean of (3) This is a sign of non-planning programs and requirements for quality management in all sport clubs.

Table 2. Duplicates and their Ratios and the computational Mean and the Standard Deviation of Sub-Variables (Administrative Leadership) and Total Explanatory Variable (Total Quality Management)

Paragraphs		computational Mean	Standard Deviation
1	I do not know the requirements of overall quality in sports clubs	1.68	1.10
2	There is a general guideline for the club manager to consider the importance of implementing a comprehensive quality management in the club		
3	(the club manager's work to save time, staff, facilities and money to implement the comprehensive quality management)	2.03	0.77
4	The managers plan and follow up the course of the overall quality management 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, the members and the players and motivating them	1.64	1.07
Total Administrative Leadership		1.76	0.70
Total Quality Management		1.95	0.47

5-The fifth paragraph (The administrative leadership is interested in gaining the loyalty of the members, the members and the players and motivating them) achieves a low computational mean of (1.64) which is below medium mean of (3), this indicates that the customer's internal and external loyalty is not a priority decision-makers in sports clubs.

2- Diagnosis and participation of employees

The data in table (3) refer to the computational aspects and the standard deviations related to the sample in question regarding (employee participation) the mentioned table reflects a general computational for second sub-variable concerning (participation of employees) Below the standard mean of 1.81, the dispersion with harmony was a medium average in the answer confirmed by general standard deviation amounted (0, 57), at the level of questions are as follows:

a)The sixth paragraph (the club managers work to involve all staff at all levels in improving the quality of services at the club) achieves a low computational mean of (1, 81), which is below medium mean of (3) This is a clear

indication of the ignorance of the managers to involve other employee in improving the quality of services in sport clubs.

b) The seventh paragraph (The managers encourage to involve all employees to work as one team) achieves a low computational mean of (1.79), which is below medium mean of (3) This is a clear indication of the ignorance of the managers to work as one team in the sport clubs of the requirements of overall quality and its details

c) The eighth paragraph (the managers will authorize the employees to act in case of a problem) achieves a low computational mean of (2.03), which is below medium mean of (3), this emphasizes that the managers do not care about authorizing the employees to act in case of a problem in case of a problem in clubs.

d) The ninth paragraph (managers will give the employees financial and nonfinancial rewards on their extinguish role on

e) achieving works) achieves a low computational mean of (1.89), which is below medium mean of (3) This is a clear indication that there is a weakness in rewarding the employees in the sport clubs.

f) The tenth paragraph (the club works to increase the competition between employees by giving rewards to employees deserve them and the reasons of giving these rewards)

amounted (3), this paragraph is weak because there is no rewards.

Table 3. Duplicates and their Ratios and the computational Mean and the Standard Deviation of Sub-Variables (employees participation)

Paragraphs		computational Mean	Standard Deviation
6	the club managers work to involve all staff at all levels in improving the quality of services at the club	1.81	0.90
7	The managers encourage to involve all employees to work as one team	1.79	0.80
8	the managers will authorize the employees to act in case of a problem	1.96	0.94
9	managers will give the employees financial and nonfinancial rewards on their extinguish role on achieving works	1.89	0.74
10	the club works to increase the competition between employees by giving rewards to employees deserve them and the reasons of giving these rewards	1.58	1.08
Total employees participation		1.81	1.08

3- Continuous improvement

Table 4 refers to account aspects and standard deviations related to the sample in question point of view on (Continuous improvement) the mentioned table reflects a general computational for the first sub-variable concerning continuous improvement above the standard mean amounted (2.21) the dispersion with harmony was a medium average in the answer confirmed by general standard deviation amounted (0, 51), at the level of paragraph it was measured by five paragraphs as stated in table 4 as follows:

- a. a-Paragraph 11 (there is often a steady improvement in working conditions within the club) achieved a low account mean amounted (2.69) which is below medium mean of (3), this indicates the weakness of improving in the sport clubs.
- b. b- Paragraph 12 (managers depend on new systems to improve performance and services) achieved a low account mean amounted (1.72) which is below medium mean of (3), this indicates that the managers do not have any idea about improving the sport clubs.
- c. Paragraph (the manager will review the work procedures continuously) achieved a low account mean amounted (2.03) which is below medium mean of (3), this indicates that the managers do not review the work continuously.

d. Paragraph 14 (The club adopts the approach of prevention of mistakes instead of correcting them)achieved a low account mean amounted (1.75) which is below medium mean of (3), this indicates that there are no programs that prevents mistakes.

e. Paragraph 15 (The club adopts developed scientific and technical means and methods to improve the service quality)achieved a low account mean amounted (1.69) which is below medium mean of (3), this indicates that there are no developed scientific and technical means and methods to improve the service quality in the clubs.

Table 4. Duplicates and their Ratios and the computational Mean and the Standard Deviation of Sub-Variables (employees participation)

Paragraphs		computational Mean	Standard Deviation
11	There is continuous improvement in the work conditions in the club	2.69	.52
12	managers depend on new systems to improve performance and services	1.94	0.95
13	the manager will review the work procedures continuously	2.36	0.70
14	The club adopts the approach of prevention of mistakes instead of correcting them	2.39	0.64
15	The club adopts developed scientific and technical means and methods to improve the service quality	1.69	0.93
Total Continuous improvement		2.21	0.51

4- Diagnosis of the reality of the responsive variable of the performance characteristic

This variable was measured by twelve points. Table 5 indicates the computational standard deviations in the sample's view of the variable performance, the mentioned table reflects a general computational for the distinguished performance amounted (2.33) which is below medium mean of (3), the computational standard deviations was (0.73). The following is a diagnosis of the paragraphs:

- a- Paragraph 16 (Our club does not have the ability to fulfill the wishes of the beneficiaries through the current performance of the club) achieved a low account mean amounted (16.3) which is above medium mean of (3), this indicates the weakness of the sport clubs performance because the club does not have the ability to fulfill the wishes of the beneficiaries.
- b- Paragraph 17 (The satisfaction of employees, associates and club members is a fundamental principle for the success of quality improvement programs) achieved a low account mean amounted (1.72) which is below medium mean of (3), this indicates the weakness of the relations in the sport clubs
- c- Paragraph 18 (Management is interested in creating the appropriate climate to support and encourage creativity and excellence) achieved a low account mean amounted (2.4) which is below medium mean of (3), this indicates that there is no interest in creating the appropriate climate to support and encourage creativity and excellence
- d- Paragraph 19 (Club management has a fair system to reward distinguished people)

achieved a low account mean amounted (2.11) which is below medium mean of (3), this indicates that there is no fair system to reward distinguished people.

- e- Paragraph 20 (We do not have the ability to monitor the efforts of our competitors) achieved a low account mean amounted (3.69) which is above medium mean of (3), this indicates that there is no ability to monitor the efforts of our competitors.
- f- Paragraph 21 (We collect data on our competitors regularly to help us guide our plans) achieved a low account mean amounted (2.01) which is below medium mean of (3), this indicates the weakness of monitoring competitors.
- g- Paragraph 22 (We respond quickly to the actions of competitors with an appropriate reaction) achieved a low account mean amounted (1, 87) which is below medium mean of (3), this indicates that the clubs do not monitor the movements of competitors in order to respond to them.
- h- Paragraph 23(The club provides bonuses for outstanding performance levels achieved by employees, managers and players) achieved a low account mean amounted (2.16) which is below medium mean of (3), this indicates that the respondents did not agree with this paragraph and this indicates that the incentive system is weak and no longer affected by outstanding performance.
- i- Paragraph 24 (The club management treats staff and members as a valuable resource) achieved a low account mean amounted (2.32) which is below medium mean of (3), this indicates that the management concerned in the clubs did not look to the relationship as the reason for the success of the club did not care about them and did not feel that they are

important and this causes negative results, which reduces the achievement and outstanding performance.

Table 5. Duplicates and their Ratios and the computational Mean and the Standard Deviation of Sub-Variables (outstanding performance)

Paragraphs		computational Mean	Standard Deviation
16	Our club does not have the ability to fulfill the wishes of the beneficiaries through the current performance of the club	3.61	1.08
17	The satisfaction of employees, associates and club members is a fundamental principle 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 has 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	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 the actions of competitors with an appropriate reaction	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 staff and members as a valuable resource	2.32	1.2
25	Club management encourages employees to think creatively	1.85	0.86
26	The club's management works to support and encourage the participants to submit their opinions, ideas and suggestions	1.59	1.1
Total outstanding performance		2.33	0.73

J-Paragraph 25 (the management encourage the club staff to think creatively) achieved a low account mean amounted (1, 85) which is below medium mean of (3), this indicates that the club management neglect the creative aspects and develop, use and benefit from them.

j- Paragraph 26 (The club's management works to support and encourage the participants to submit their opinions, ideas and suggestions) achieved a low account mean amounted (1, 59) which is below medium mean of (3), this indicates that the club the management does not depend on objectives

management, nor does it discuss the setting of goals for achieving them.

Second: choosing Search hypothesis

The hypothesis is related to the variable explanatory and variable response, which is that (the management of quality is linked to the dimensions of the moral and positive with the outstanding performance in the clubs) after collecting the statistical results generated by the questionnaire distributed on the sample, the data were analyzed.

Table 6 shows the correlations assumed by the first correlation hypothesis that (there is a significant correlation between total quality management and outstanding performance). This table confirms that there is no significant correlation between total quality management and outstanding performance, the value of the correlation coefficient was (0.03) the calculated

value of (T) is less than its tabular value amounted (2.3) is at the level of evidence of (0.01). By this result it can be ascertained that the main link hypothesis (the outstanding performance is linked morally and positively with managerial leadership, employee participation and continuous improvement) the following appeared:

Table 6. Correlation coefficients and values (t) between the overall quality management and the outstanding performance

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

The results showed that there is no correlation between (the outstanding performance and the managerial leadership, employee participation and continuous improvement) the correlation amounted (0.10,1.27, 0.17) Respectively as stated in table (6) , (T) value amounted (0.21 1.27 0.11) Respectively, which is smaller than the tabular value and the (1.6) level of evidence (0.05) and with confidence (0.95).

Based on the above, it is possible to reject the hypotheses set out in the present study, which states that "the performance is significantly and positively correlated with (the managerial leadership, employee participation and continuous improvement)

The results showed by the current study confirms the ignorance and negligence by the departments of the Iraqi sports clubs in overall quality this is an indication of the absence of a lost ring between the sport work and the techniques of modern management. The presence of management departments in the clubs is only an improvisational decision for decision-makers without knowledge of management, this was confirmed by the absence of a significant correlation between administrative leadership, outstanding performance, employee participation and continuous experience in clubs concerning scientific and administrative development and to try to benefit from it in order to enhance the performance of these clubs and its Excellency.

4. Conclusion

Technology The use of technology goes hand-in-hand with superior supply chain management. It is not surprising therefore, that the retailers who we believe are migrating to or are in the Big Middle

because they excel at supply chain management are also the ones who utilize superior technology.

These successful retailers use technology throughout their supply chain. Most retailers collect sales data at the point of sale. It is what is done with the data after it is collected that separates superior retailers from the rest. As we noted in the Sport club technology example, retailers can use sales data to work closely with their suppliers to plan production and inventory replenishment. Advanced systems like CPFR (collaboration, planning, forecasting, and replenishment) use the data to construct a replenishment forecast that is shared by the retailer and vendor before it is executed.

The conclusions of the results are as follows:

1. Lack of awareness of the total quality management among decision makers at the Iraqi sport clubs.
2. Lack of interest and credibility of modern management technologies.
3. Lack of caring by the sport clubs with the parties in respect of, stakeholders and the internal and external customer.
4. There are no continuing improvements in management and service was done by the administrations of the clubs.
5. Weakness in allowances scheme for employees and those who are working to develop the sport clubs established in minimum levels.
6. There are no plans to prevent the errors and avoid the mistake.
7. The weakness of the administration to realize the desires of multi stakeholders from customers, trainers, public and administrators.

8. There are no programs to find out the talents and room in as well as prepare the appropriate climate for creation, stimulate the creative ideas and find the suitable accesses to adopt them.

9. There is no total quality management culture, including the continuing improvement and employees' participation as well as successful management leadership. So it is found that there is lack and weakness in the performance of the sport club and moving away the performance of clubs' level in the Arabic, regional and international world.

5. Recommendations

1. Publishing the total quality management culture in the sport clubs by specialists and using of administrative experts of scientific qualifications.
2. Interesting in all stakeholders and multi persons in relation with such as internal & external customer and taking care of their directives, opinions and desires.
3. Placing scientific strategical plans for the sake of continuing improvement of the services presented by the club to the public, unions, sport clubs and persons in relation with.
4. Establishing the basis and using all available energies
5. to execute, establishing and publishing the aware of total quality management philosophy in order to enhance the distinguish performance.

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