

A Proposal to Develop Libyan Sports with a High Quality of Management

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ABSTRACT

TQM is important for large and medium enterprises, which means that regardless of the size of the enterprise, if the enterprise implements TQM in an effective manner, it will reap many fruits, and the constructive effects of TQM are not only limited to enterprises operating in developed countries. In developing countries TQM practices are applied in an effective manner; similar results can be achieved there as well.

Therefore the importance of the study lies in the following:

1. The urgent need for continuous improvement in sports institutions
2. Ensuring that sports institutions achieve the goals for which they were established.

The study aims to develop a proposal for the development of Libyan sports in the light of total quality management, by defining the following objectives:

1. Support and commitment of senior management towards achieving total quality management
2. The importance of training and continuous improvement of sports institutions in accordance with sustainable development.

Study population and sample

1. The original community is represented by the General Authority for Youth and Sports, where the study community consists of two functional categories, namely, the senior management and the middle management, and their number is (58) researched.
2. General sports federations and their number is (39) sports federation, where the study population consists of (200) respondents, according to the latest statistics of the Libyan Olympic Committee 2020/2021, as the study notes.

The most important conclusions that the researcher reached are:

1. There should be clarity in the relationship between planning in the current administrative situation and the development of Libyan sports in the light of total quality management in its dimensions.
2. There should be a relationship between the organization in the current administrative situation and the development of Libyan sports in the light of total quality management in its dimensions.

Keywords: Develop, libyan, management, high quality

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INTRODUCTION

Abdulaziz Saleh bin Hatour explains that the public administration has witnessed developments in various countries in the world, especially in its administrative and organizational structures in order to be up dated with the recent developments in the science of public

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administration, and also to avoid the phenomenon of shortcomings and poor performance to provide services in the best forms for the community (Abdul Aziz Saleh bin Habtoor, 2004).

Contemporary developments in administrative sciences, the impact of technological and cognitive changes, the emergence of new concepts and philosophies in political and economic terms, and the emergence of many challenges facing organizations during the twenty-first century, require the development of an integrated management vision based on a clear and specific philosophy.

Thamer bin Malouh says that the process of restructuring institutions does not mean only developing the organizational structures of the agencies, canceling or merging units and creating others, but that the process extends to the depth of the administrative entity (Thamer bin Malouh Al-Mutairi, 2002).

Musa Al-Lawzi adds that the interest of any institution requires increased attention to the development of the organization's members in its various dimensions, creating the appropriate atmosphere, and creating a successful organizational climate, which leads to increased job satisfaction, job affiliation and productivity, and that meeting the needs of individuals and the organization is one of the important elements that organizational development seeks to achieve (Musa Al-Lawzi, 2003).

A Douglas speaks that we can classify institutions into four categories: Private for-profit institutions, non-profit institutions, semi-public institutions and public institutions, and the differences between them lie according to their sources of support, and are affected by external factors, including, restrictions on management, and there seem to be differences in how they operate Managing each of the different types of organizations, including the intermediate differences (A Douglas, 2002).

Ko, Y.J adds. That the sports industry contributes significantly on the economic growth of many countries, so the quality of sporting events, venues, and sporting institutions must be well managed, (to ensure increased sponsorship for optimum profitability) (Ko, Y.J., Zhang, J. and Cattani, K. 2011).

TQM is important for large and medium enterprises, which means that regardless of the size of the

enterprise, if the enterprise implements TQM in an effective manner, it will reap many fruits, and the constructive effects of TQM are not only limited to enterprises operating in developed countries. In developing countries TQM practices are applied in an effective manner; similar results can be achieved there as well (Zwain, T.K. Lim, 2017).

IMPORTANCE OF THE STUDY

Based on the foregoing, sports institutions must keep pace with the global development in the technical and scientific aspects in order to achieve qualitative development and raise the skills and efficiency of the employees of the institution (Development of human resources and raise their effectiveness), in line with the requirements of achieving comprehensive quality, and this requires raising the capabilities of qualification and training and expanding its base to include various scientific, skill and specialized aspects, and therefore the importance of the study lies in the following:

1. The urgent need for continuous improvement in sports institutions
2. Ensuring that sports institutions achieve the goals for which they were established.

PURPOSE OF THE STUDY

The study aims to develop a proposal for the development of Libyan sports in the light of total quality management, by defining the following objectives:

1. Support and commitment of senior management towards achieving total quality management
2. The importance of training and continuous improvement of sports institutions in accordance with sustainable development.

Study Questions

1. Is there a relationship between the development of Libyan sports in the light of total quality management and the current administrative situation for the development of Libyan sports in the light of total quality management?
2. Is there a relationship between the development of Libyan sports in the light of total quality management and the obstacles to the application of total quality management in sports institutions?

Data Collection Tools

1. Questionnaire form
2. Document analysis.

Study Approach

The descriptive analytical method was followed due to the nature of the study.

Time Domain

The study was conducted from 01/12/2020 to 05/31/2021.

Study Population and Sample

- 1- The original community is represented by the General Authority for Youth and Sports, where the study community consists of two functional categories, namely, the senior management and the middle management, and their number is (58) researched.
- 2- General sports federations and their number is (39) sports federation, where the study population consists of (200) respondents, according to the latest statistics of the Libyan Olympic Committee 2020/2021, as the study notes.

Study Tool and Validity

The questionnaire was prepared and presented in parts through axes and phrases, and the number of axes was (2) axes and phrases (101) phrases, and through that the validity of the axes, dimensions and phrases was

conducted and concluded to its final form contained in the study.

Resolution Stability

Through statistical processes, the reliability of the questionnaire was investigated in accordance with the scientific procedures followed.

From Table 1 it is clear that the resolution stability coefficient was calculated by using the alpha method, we find that the alpha value amounted to (0.955), and this shows that the correlation between the answers is very strong and statistically acceptable. The vocabulary, each separately, was less than the value of the general alpha test, and this indicates that all the vocabulary in this group are important and that any deletion or deletion of one of them will negatively affect the stability and credibility of the questionnaire.

As for the validity scale, which is related to measuring the degree of correlation of the item with the general scale, its results are considered statistically acceptable and the scale variance in relation to the vocabulary is not large, and the average scores of the scale are considered close (40.512 – 40.779), and thus it is possible to rely on the entire group without deleting any of the vocabulary to reach meaningful results in this study.

Statistical Processors

The answers of the sample members to the questionnaire questions were encoded and entered into the computer

Table 1: Cronbach's alpha test to measure the stability of the resolution, the development of Libyan sports in the light of total quality management

NS	Field	Average scale score	Scale contrast	Stability index	Alpha coefficients
	Evaluation of the current administrative situation for the development of Libyan sports in the light of total quality management				
1	Planning	40,740	79,308	0.792	0.954
2	Organization	40,512	82,352	0.764	0.955
3	Orientation	40,639	76.864	0.868	0.952
4	Supervision	40,752	77.315	0.824	0.953
	Obstacles to the application of total quality management in sports institutions				
1	Job Descriptions	40.725	77.795	0.940	0.950
2	Budgets and Finance	40.750	80.187	0.765	0.955
3	Ressources (materiels, human ressources))	40,779	79.302	0.849	0.952
	Total marks		0.955		

through the worksheets attached to the statistical program SPSS (Statistical Program Package for Social Sciences), as well as the statistical program EXCEL specially prepared for this purpose, and then used statistical methods appropriate to the nature of the data and to achieve the objectives of the study.

Table 2 shows the results related to the academic qualification under study, and it is noted that the highest percentage of the study sample are holders of a bachelor's degree, amounting to 41.47%, and the percentage of respondents who have a high diploma comes in second place, with a rate of 26.74%, while those who hold The percentage of master's degrees was 12.79%, the average rate was 10.08%, and the doctorate rate was 6.98%.

Table 3 Shows the results of the distribution of the sample in terms of position, where we find that 48.06% of the total sample is from executive offices, and 15.12% of the sample is general secretaries, and the percentage of heads of departments and unions is 14.34%. And office managers amounted to 5.43%, and department managers amounted to 2.71%.

Table 4 shows the results for the distribution of the sample in terms of age groups, where we find that

Table 2: It shows the distribution of the sample in terms of scientific level

Qualification	Repetition	Ratio %	Cumulative percentage
Secondary	5	1.94%	1.94
Intermediate Diploma	26	10.08%	12.02
Higher Diploma	69	26.74%	38.76
Bachelor's	107	41.47%	80.23
Master's	33	12.79%	93.02
PhD	18	6.98%	100.00
Total	258	%100	

Table 3: It shows the distribution of the sample in terms of job location

Job position	Repetition	The ratio %	Cumulative percentage
Director of Administration	7	2.71%	2.71
Office Manager	14	5.43%	8.14
Head of the Department	37	14.34%	22.48
Federation President	37	14.34%	36.82
General Secretary	39	15.12%	51.94
Executive Office	124	48.06%	100.00
Total	258	100%	

37.98% of the total sample had more than 20 years of experience, and 24.03% of the sample members had 16-20 years of experience, and the percentage of The sample members whose experience from 06 to 10 years amounted to 21.71%, and from 11 to 15 years amounted to 16.28%, and the lowest percentage was for those with experience from five or less with a rate of 1.94%.

Table 5 shows the results of the distribution of the sample in terms of specialization, where we find that the sample included many disciplines that are related

Table 4: It shows the distribution of the sample in terms of experience categories

Experience Categories	Repetition	The ratio %	Cumulative percentage
From 01 – 05 years	5	1.94 %	1.94
From 06 – 10 years	51	19.77 %	21.71
11-15 years old	42	16.28 %	37.98
16-20 years old	62	24.03 %	62.02
More than 20 years	98	37.98 %	100
Total	258	100%	

Table 5: It shows the distribution of the sample in terms of specialization

Specialization	Repetition	The ratio %	Cumulative percentage
Literature and Philosophy	9	3.49 %	3.49
Business management	63	24.42 %	27.91
Sports management	3	1.16 %	29.07
Flags	3	1.16 %	30.23
Physical education	44	17.05 %	47.29
Medical technique	3	1.16 %	48.45
Information Technology	41	15.89 %	64.34
Farming	5	1.94 %	66.28
Teaching methods	4	1.55 %	67.83
Civil Aviation	4	1.55 %	69.38
Physical therapy	3	1.16 %	70.54
Administrative Sciences	3	1.16 %	71.71
Human sciences	6	2.33 %	74.03
Applied Sciences	11	4.26 %	78.29
Financial sciences	29	11.24 %	89.53
Law	9	3.49 %	93.02
languages	2	0.78 %	93.80
Architect	3	1.16 %	94.96
Communication Engineering	4	1.55 %	96.51
Civil Engineering	9	3.49 %	100
Total	258	100%	

to the nature of the work of the General Authority for Youth and Sports and sports federations, which help in the development of Libyan sports in the light of total quality management, which amounted to 24.42% of the total sample surveyed were those whose specialization was business administration, followed by physical education with a percentage of 17.05%, followed by and in the third order information technology with a percentage of 15.89%. It is also noted that 11.24% of the sample members have a specialization in finance, and the scientific specializations were distributed among them. Specialized and social on the remaining percentages, and all of these specializations may help in the integration of business to reach the development of Libyan sports in the light of total quality.

And if it was a comment on the table that the professional specialization requires that most employees be in the ministry or have a direct relationship with physical education and sports because it is in the field of specialization and also the lack of financial and legal specialization, which are two important specializations in the sports work of sports federations.

PRESENTATIONS AND DISCUSSION OF RESULTS

a. Analysis of the responses of the study sample according to the dimensions of the independent variable Evaluation of the current administrative situation for the development of Libyan sports in the light of total quality management:

From Table 6, the arithmetic mean, standard deviation and percentage of the answers of the study sample around the axis are arranged in descending order, It is noted through the percentages and the weighted arithmetic average that the respondents' answers were referring to (planning determines the overall quality improvement for all sports institutions) ranked first by (77.75%), while the standard deviation for this paragraph appears (1.21), and with a coefficient of relative difference (31.19%), where the sample's interest, agreement and homogeneity of opinions about this paragraph appears more than the rest of the paragraphs.

Through these answers, we find that there is resentment from the sample over the lack of optimal planning and

Table 6: Analysis of sample opinions according to the dimension of planning

N	Items	Arithmetic mean	Standard deviation	Variation coefficient	Relative importance
1	Planning determines the overall quality improvement of all sports organizations	3.89	1.21	31.19%	77.75%
2	The plan and its objectives are clarified for the possibility of employees' contribution to its implementation	3.53	1.25	35.34%	70.62%
3	Interim plans are followed to achieve total quality	3.39	1.22	36.11%	67.83%
4	The goals of sports institutions are vague and undefined	3.38	1.28	37.83%	67.67%
5	There is a clear plan that defines the objectives of total quality management in sports institutions	3.38	1.32	39.13%	67.52%
6	There is a total quality management unit in sports institutions	3.36	1.32	39.18%	67.21%
7	The time container of the plan can achieve the overall quality	3.36	1.18	35.19%	67.21%
8	The administration communicates directly with the beneficiaries of the sports institutions	3.34	1.16	34.83%	66.82%
9	There is an integration between quality improvement plans and the general plan of sports institutions	3.24	1.24	38.24%	64.88%
10	Management allows innovative workers to formally present their ideas	3.23	1.28	39.45%	64.65%
11	The state pays the required attention when developing the state's general plan	3.22	1.26	39.23%	64.42%
12	Sports institutions follow the steps of preparing the executive plan	3.17	1.37	43.33%	63.33%
13	Policies are clear when set to achieve total quality	3.13	1.23	39.31%	62.64%
14	There is stability for administrative leaders in sports institutions	3.10	1.29	41.67%	62.09%
15th	Budgets are sufficient to develop a plan that achieves total quality	2.94	1.47	49.93%	58.76%
	Total marks	3.31	0.91	27.41%	66.23

the availability of sufficient budgets to achieve the achievement.

From Table 7, the arithmetic mean, standard deviation, and percentage of the answers of the study sample around the axis are arranged in descending order, and it is noted through the percentages and the weighted arithmetic mean that the respondents' answers refer to (the use of the computer in the administration contributes to reducing paper transactions) ranks first A percentage (82.56%), while the standard deviation for this paragraph appears (0.93), and with a relative coefficient of difference (22.55%), if the sample's interest, agreement and homogeneity of their opinions about this paragraph appear more than the rest of the paragraphs.

Through the answers, we find that the respondents hope and wish to develop competencies and can manage electronically, and this is an important tributary in achieving total quality, and therefore the answers to other points are related to the necessity of

developing electronic management because it achieves achievement and effective communication between the components of the sports field.

From Table 8, the arithmetic mean, standard deviation, and percentage of the answers of the study sample around the axis are arranged in descending order, and it is noted through the percentages and the weighted arithmetic average that the respondents' answers indicate (the spirit of cooperation and teamwork prevails in the administration and there is encouragement for teamwork) ranks The first ratio is (72.40%), while the standard deviation for this paragraph appears (1.20), and with a relative coefficient of difference (33.18%), if the sample's interest, agreement and homogeneity of opinions about this paragraph appear more than the rest of the paragraphs.

Through the answers, it indicates that the employees and collaborators have a desire to improve communication, and there is one spirit for development in their field of work.

Table 7: Analysis of sample opinions according to the guiding dimension

N	Items	Arithmetic mean	Standard deviation	Variation coefficient	Relative importance
1	The use of computers in the administration contributes to reducing paperwork	4.13	0.93	22.55%	82.56%
2	Some decisions taken by higher authorities have a negative impact on the workflow	4.03	1.13	28.09%	80.54%
3	Organization ensures the selection of the fittest workers for different jobs	3.86	1.02	26.40%	77.21%
4	There is inconsistency and duplication of work in sports institutions	3.81	1.15	30.12%	76.28%
5	There is an organizational structure that determines the hierarchy and the administrative link and references to the sports institutions	3.62	1.17	32.23%	72.48%
6	Organizational structures suitable for sports institutions	3.39	1.10	32.38%	67.75%
7	The organizational structure contains departments, sections, or units specialized in total quality	3.32	1.24	37.38%	66.43%
8	There is clarity in the relations between the departments of sports institutions and their employees clearly	3.31	1.17	35.19%	66.28%
9	There are specific criteria for filling administrative positions in sports institutions	3.28	1.23	37.47%	65.58%
10	The salaries and incentives that workers in sports institutions receive motivate them to perform work in a distinguished manner	3.28	1.40	42.65%	65.50%
11	Employees are constantly held accountable for the use of material resources and capabilities at their disposal and for their results	3.24	1.23	38.07%	64.81%
12	The organizational structure of the management of sports institutions is developed in line with the comprehensive quality improvement programs	3.20	1.08	33.61%	64.03%
	Total marks	3.54	0.73	20.49%	70.79%

Table 8: Analysis of sample opinions according to the guiding dimension

N	Items	Arithmetic mean	Standard deviation	Variation coefficient	Relative importance
1	The spirit of cooperation and teamwork prevails in the administration and there is encouragement for teamwork	3.62	1.20	33.18%	72.40%
2	Employees are encouraged on a regular basis and individuals are rewarded for outstanding work	3.58	1.28	35.64%	71.63%
3	There are open meetings between managers and subordinates to determine the required improvements	3.52	1.20	33.98%	70.47%
4	Direction is carried out according to the administrative hierarchy	3.52	1.16	32.99%	70.39%
5	Senior management is working on continuous improvement in the ways and procedures for doing business in sports institutions	3.50	1.11	31.74%	69.92%
6	Managers hold sessions and meetings with workers to exchange opinions and present innovative ideas in order to obtain new ideas for solving problems	3.49	1.20	34.47%	69.84%
7	The employees of sports institutions are informed of and evaluate the laws and regulations	3.42	1.13	33.16%	68.45%
8	There is continuous coordination between the work of all departments in sports institutions	3.38	1.15	34.04%	67.67%
9	The guidance of the employees of the sports institutions continues throughout the implementation period of the initiatives, operational plans and programs according to a timetable	3.38	1.18	34.99%	67.52%
10	The business is constantly evaluated	3.36	1.35	40.05%	67.21%
11	The employees of sports institutions are encouraged to contribute as much as possible to the development of work performance in sports institutions	3.31	1.23	37.06%	66.28%
12	The administration studies performance-related data to determine the priorities for development in the sports organizational structure	3.29	1.23	37.32%	65.74%
13	There are clear criteria for the mentor	3.22	1.28	39.71%	64.42%
14	There are specific and clear criteria for motivation	3.17	1.26	39.55%	63.49%
	Total marks	3.41	0.99	29.05%	68.24%

Table 9: Analysis of the sample opinions according to the control dimension

N	Items	Arithmetic mean	Standard deviation	Variation coefficient	Relative importance
1	Self-censorship is carried out by the first official on the sports cutter	3.60	1.14	31.56%	72.02%
2	Oversight contributes to identifying errors and deviations at the required speed	3.42	1.20	35.10%	68.45%
3	There are accompanying control systems connected to state agencies	3.40	1.27	37.37%	67.91%
4	Oversight is carried out according to the stages of administrative work	3.36	1.15	34.23%	67.13%
5	It is ensured that the disbursement procedures are proceeding according to the established plan	3.35	1.19	35.54%	67.05%
6	The control system is in accordance with the correction of errors	3.35	1.34	39.86%	67.05%
7	The supervisory system is understandable to employees and leaders	3.34	1.34	40.18%	66.90%
8	Oversight contributes to ensuring the achievement of goals, initiatives, operational plans and programs within sports institutions	3.31	1.33	40.21%	66.20%
9	Oversight is carried out according to specific and clear criteria	3.31	1.21	36.50%	66.20%
10	Oversight is characterized by objectivity, credibility, realism, and non-exploitation of subjective whims.	3.31	1.32	40.06%	66.12%
11	There are specialists to monitor the work of sports institutions	3.20	1.35	42.31%	64.03%
12	Appropriate penalties and penalties shall be imposed on workers who are proven to have negative deviations	3.16	1.21	38.33%	63.10%
13	What is being an implemented match what must be done in accordance with the strategic plan set in sports institutions	3.14	1.22	38.88%	62.79%
14	Deviations are identified and their causes identified, and work is being done to correct these deviations on a regular basis	3.13	1.35	42.97%	62.64%
15th	There is an effective system for studying the complaints and inquiries of subordinates and their degree of satisfaction	3.10	1.24	39.90%	62.02%
	Total marks	3.30	1.01	30.56%	65.97 %

From Table 9, the arithmetic mean, standard deviation, and percentage of the answers of the study sample around the axis are arranged in descending order, It is noted through the percentages and the weighted arithmetic average that the respondents' answers were referring to (The self-censorship is carried out by the first official on the sports cutter) which occupies the first rank (72.02%), while the standard deviation for this paragraph appears (1.14), and with a relative difference coefficient (31.65%) if the sample's interest, agreement and homogeneity of their opinions about this paragraph appear more than the rest of the paragraphs.

Through the answers to the rest of the paragraphs and questions, it gives us the impression that subordinates and superiors have a desire for oversight to be in its full duty, because it ends all the bottlenecks that occur during.

b. Analysis of the research sample responses according to the dimensions of the independent variable Obstacles to the application of total quality management in sports institutions:

From Table 10 the arithmetic mean, standard deviation and percentage of the answers of the study

Table 10: Analysis of sample opinions according to the job description dimension

N	Items	Arithmetic Mean	Standard deviation	Variation coefficient	Relative importance
1	There is inconsistency and duplication of work in sports institutions	3.57	1.10	30.79%	71.47%
2	Administrative leaders aim to make decisions to demonstrate their administrative ability efficiently	3.53	0.93	26.25%	70.54%
3	There is a second leadership row in sports institutions according to management levels	3.43	1.15	33.40%	68.60%
4	The employees of sports institutions are encouraged to contribute as much as possible to the development of work performance	3.43	1.21	35.32%	68.60%
5	There is an interest in human relations between superiors and subordinates in sports institutions to improve and develop work	3.41	1.23	36.17%	68.14%
6	There is an identification card for job descriptions and job descriptions for functional institutions	3.33	1.24	37.33%	66.59%
7	Subordinates in sports institutions participate in the process of making and making administrative decisions	3.33	1.16	35.02%	66.51%
8	The administrative leaders of sports institutions delegate their powers to subordinates	3.30	1.15	34.95%	66.05%
9	There is clarity in the relations between the departments of sports institutions and their employees clearly	3.29	1.14	34.83%	65.74%
10	The personal capabilities and skills of the incumbent are determined	3.26	1.30	39.94%	65.19%
11	There is a collection of information from employees about the importance of job responsibilities	3.21	1.18	36.91%	64.19%
12	There is a continuous evaluation of the job description of the institution	3.17	1.31	41.20%	63.41%
13	Job descriptions are developed according to specific criteria	3.16	1.36	43.08%	63.26%
14	The employees of sports institutions are given the necessary authority to perform the work entrusted to them without interference by the administration in all stages implementation	3.16	1.11	35.25%	63.10%
	Total marks	3.33	0.87	26.08%	66.53%

sample around the axis are shown in descending order, and it is noted through the percentages and the weighted arithmetic mean that the respondents' answers indicated (there is inconsistency and duplication in work in sports institutions) ranked first by (71.47). %), while the standard deviation for this paragraph appears (1.10), and with a coefficient of relative difference (30.79%), if the sample's interest, agreement and homogeneity of their opinions about this paragraph appear more than the rest of the paragraphs.

Through the answers, we find that there is dissatisfaction with the presence of those who have nothing to do with

the sports field, and therefore there are problems that limit the quality of work.

From Table 11 shows the arithmetic mean, standard deviation, and percentage of the study sample's answers around the axis arranged in descending order, and it is noted through the percentages and the weighted arithmetic mean that the respondents' answers indicated (there are regulations explaining the disbursement of budgets for programs) ranked first by (75.34). %), while the standard deviation for this paragraph appears (1.13), and with a coefficient of relative difference (30.02%), if the sample's interest, agreement and homogeneity of their opinions about

Table 11: Analysis of sample opinions according to the budgets and funding dimension

N	Items	Arithmetic mean	Standard deviation	Variation coefficient	Relative importance
1	There are regulations explaining the spending of budgets for programs	3.77	1.13	30.02%	75.43%
2	There are specific criteria for spending budgets on programs	3.76	1.17	31.12%	75.27%
3	The budget is set by specialists for this purpose	3.73	1.21	32.40%	74.57%
4	Budgets are set in accordance with objectives, programs and policies	3.56	1.29	36.21%	71.24%
5	Those concerned with financial management are provisions for preparing and closing budgets	3.52	1.11	31.63%	70.39%
6	Budgets are determined according to the assets and budgets	3.50	1.02	29.13%	69.92%
7	There are items in the budget that give incentives to workers to develop their skills at work	3.42	1.15	33.46%	68.45%
8	There are provisions in the funding that allow donations and gifts	3.36	1.14	33.82%	67.13%
9	Top management provides a budget to encourage overtime after work hours	3.29	1.14	34.58%	65.89%
10	Financial quality is determined based on scientific studies and research	3.25	1.17	36.04%	64.96%
11	Senior management provides the necessary resources to train employees of sports institutions on the principles and techniques of total quality	3.21	1.21	37.84%	64.11%
12	There is a budget to spread the culture of quality among employees	3.18	1.25	39.23%	63.64%
13	The budget for the training needs of the employees is determined based on the results of the evaluation of previous budgets	3.14	1.22	38.98%	62.79%
14	Management aims to improve which is to reduce the resources used	3.12	1.04	33.41%	62.48%
15	There is a fit between quality improvement plans and budget	3.02	1.13	37.36%	60.47%
16	The budget for research and development in sports institutions is appropriate	2.92	1.26	43.03%	58.37%
	Total marks	3.30	0.87	26.50%	66.03%

this paragraph appear more than the rest of the paragraphs.

Also through the answers, we find that there are shortcomings and defects in setting budgets, the method of disbursement, and the type of beneficiaries according to the state and importance, and thus is reflected in the level of achievement.

From the Table 12 shows the arithmetic mean, standard deviation and the percentage of the answers of the study sample around the axis, arranged in descending order, it is noted through the percentages and the weighted arithmetic average that the respondents'

answers were referring to (the possibilities to achieve the required achievement commensurate with the quality standards) occupying the first rank (70.78%), while the standard deviation for this paragraph appears (1.16), and with a coefficient of relative difference (32.79%), if the sample's interest, agreement, and homogeneity of their opinions about this paragraph appear more than the rest of the paragraphs.

Through the answers, we find that it is necessary to develop and improve the level of departments and workers, develop their work, raise the efficiency of workers, and set specific criteria for filling the job.

Table 12: Analysis of the sample opinions according to the dimension of the possibilities (physical - human)

N	Items	Arithmetic mean	Standard deviation	Variation coefficient	Relative importance
1	The capabilities achieve the required achievement commensurate with quality standards	3.54	1.16	32.79%	70.78%
2	There is a relationship between rewards and outstanding managerial performance in sports institutions	3.50	1.18	33.61%	70.08%
3	Sports institutions are interested in providing qualified human cadres in the field of modern technologies	3.50	1.00	28.58%	69.92%
4	There are programs to set up refinement and rehabilitation courses for human cadres	3.43	1.16	33.76%	68.68%
5	The human potential is sufficient for the development of Libyan sports in the light of total quality	3.40	1.08	31.86%	68.06%
6	The capabilities of workers, implementers and technicians are able to achieve total quality	3.32	0.95	28.63%	66.36%
7	There is an interest in training managers and employees of sports institutions on how to use methods and models to solve quality problems	3.30	1.20	36.35%	66.05%
8	The capabilities achieve total quality in the sports sector.	3.30	1.29	39.22%	65.97%
9	The services provided by the sports institutions are commensurate with the needs and desires of the beneficiaries	3.28	1.08	33.05%	65.58%
10	There is a quality of the possibilities available to achieve the quality of training	3.21	1.19	37.24%	64.11%
11	There are work teams in sports institutions whose mission is to design, develop and improve the quality of performance in the institution	3.18	1.13	35.53%	63.64%
12	There are plans for total quality to take advantage of the needs of the sports institution	3.18	1.10	34.77%	63.57%
13	Sports organizations provide financial resources for the maintenance of the technologies used	3.16	1.12	35.47%	63.10%
14	There are plans to market the capabilities and services of sports institutions	3.10	1.11	35.72%	61.94%
15th	The financial capabilities of the sports institutions are sufficient for the development of Libyan sports	2.68	1.20	44.85%	53.64%
	Total marks	3.27	0.85	26.10%	65.43%

TEST AND ANALYZE QUESTIONS

First Question

Is there a correlation between the development of Libyan sports in the light of total quality management and the current administrative situation for the development of Libyan sports in the light of total quality management?

Table 13 shows positive direct correlation between the development of Libyan sports in the light of total

quality management and the current administrative situation for the development of Libyan sports in the light of total quality management overall and at the level of dimensions.

Second Question

Is there a correlation between the development of Libyan sports in the light of total quality management and the obstacles to the application of total quality management in sports institutions?

Table 13: Correlation matrix between the average scores of the Libyan Sports Development Scale and the current administrative situation

N	Matrix of correlation between the dependent variable and the independent variable		Support and commitment of senior management towards total quality management	Training and continuous improvement of employees	The role of employees in achieving total quality management	Procedures that must be provided to the beneficiaries	A proposal for development in the light of total quality management
1	Planning	Correlation coefficient	0.670**	0.738**	0.740**	0.476**	0.725**
		Indication level	0.000	0.000	0.000	0.000	0.000
2	Organization	Correlation coefficient	0.639**	0.702**	0.703**	0.393**	0.672**
		Indication level	0.000	0.000	0.000	0.000	0.000
3	orientation	Correlation coefficient	0.814**	0.768**	0.723**	0.541**	0.789**
		Indication level	0.000	0.000	0.000	0.000	0.000
4	Supervisions	Correlation coefficient	0.730**	0.762**	0.674**	0.550**	0.755**
		Indication level	0.000	0.000	0.000	0.000	0.000
Evaluation of the current administrative situation in the light of total quality management	level	Correlation coefficient	0.802**	0.831**	0.791**	0.554**	0.824**
		Indication level	0.	0.000	0.000	0.000	0.000

**Correlation is significant at the level 0.01 (2tailed) N=285

*Correlation is significant at the level 0.05 (2tailed) N=285

Table 14: Correlation matrix between the average scores of the Libyan Sports Development Scale and the obstacles to the application of total quality management

N	Matrix of correlation between the dependent variable and the independent variable		Support and commitment of senior management towards total quality management	Training and continuous improvement of employees	The role of employees in achieving total quality management	Procedures that must be provided to the beneficiaries	A proposal for development in the light of total quality management
1	Job Descriptions	Correlation coefficient	0.808 **	0.837 **	0.814 **	0.570 **	0.839 **
		Indication level	0.000	0.000	0.000	0.000	0.000
2	Budgets and Finance	Correlation coefficient	0.694 **	0.665 **	0.671 **	0.389 **	0.667 **
		Indication level	0.000	0.000	0.000	0.000	0.000

(Contd...)

Table 14: (Continued)

N	Matrix of correlation between the dependent variable and the independent variable		Support and commitment of senior management towards total quality management	Training and continuous improvement of employees	The role of employees in achieving total quality management	Procedures that must be provided to the beneficiaries	A proposal for development in the light of total quality management
3	Possibilities (physical, human)	Correlation coefficient	0.840 **	0.723 **	0.691 **	0.478 **	0.756 **
		Indication level	0.000	0.000	0.000	0.000	0.000
	Obstacles to the application of total quality management in sports institutions	Correlation coefficient	0.834 **	0.793 **	0.776 **	0.512 **	0.806 **
		Indication level	0.000	0.000	0.000	0.000	0.000

**Correlation is significant at the level 0.01 (2tailed) N=285

*Correlation is significant at the level 0.05 (2tailed) N=285

Table 14 shows positive direct correlation between the development of Libyan sports in the light of total quality management and the obstacles to the application of total quality management in sports institutions as a whole and at the level of dimensions.

CONCLUSIONS

1. There should be clarity in the relationship between planning in the current administrative situation and the development of Libyan sports in the light of total quality management in its dimensions.
2. There should be a relationship between the organization in the current administrative situation and the development of Libyan sports in the light of total quality management in its dimensions.
3. The relationship between guidance in the current administrative situation and the development of Libyan sports must be strengthened in the light of total quality management in its dimensions.
4. There should be a relationship between the oversight in the current administrative situation and the development of Libyan sports in the light of total quality management in its dimensions.
5. There should be clear measures between the development of Libyan sports in light of total quality management and the current administrative situation for the development of Libyan sports in light of total quality management.
6. There should be criteria for job description and the development of Libyan sports in the light of total quality management in its dimensions.

7. There should be clarity in setting budgets, financing and developing Libyan sports in the light of total quality management in its dimensions.
8. There should be a mixture of (physical - human) capabilities and the development of Libyan sports in the light of total quality management in its dimensions.

RECOMMENDATIONS

1. Continuously developing the organizational structure in light of the work needs.
2. Paying attention to the opinions of employees regarding sources, ideas, improvement and development.
3. The participation of working cadres in proposing training and qualification plans for administrators and workers in the Ministry of Sports and public sports federations to develop their abilities and skills in the implementation of administrative functions
4. Work to develop the cultural and organizational climate in the general sports federations by holding seminars to support the concept of developing administrative work.
5. Organizing courses to increase the belief and commitment of the senior management of the sports club to the philosophy of developing the performance of administrators.
6. The need for the media field to pay attention to the correct definition of the concept, foundations and standards of total quality, how to apply them, and also to clarify them for the Libyan society.
7. The necessity of establishing codified regulations that are suitable for workers in the Ministry of Sports and public sports federations.

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