

Motivation for the application of TQM in the institutes of science and technology of
physical and sports activities

المبررات الدافعة لتطبيق إدارة الجودة الشاملة في معاهد علوم وتقنيات النشاطات البدنية والرياضية

Metarfi khemissi ¹, merniz amina ²

¹University of M'sila, Algeria, Laboratory of physical and sports activities khemissi.metarfi@univ-msila.dz

² University of M'sila, Algeria Laboratory of physical and sports activities, amina.merniz@univ-msila.dz

Received: 14/08/2019

Accepted: 06/11/2019

Published:05/12/2019

Abstract

The aim of this study was to find out the rationale behind the application of TQM in the institutes of science and technology of physical and sports activities from the point of view of administrators at the Institute of Science and Technology of physical and sports activities at the University of M'sila. The study relied on the analytical descriptive approach as it fits the subject of the study. On a research sample consisting of 31 employees of the Institute of Science and Technology of physical and sports activities at the University of M'sila.

• All the hypotheses have been achieved for the Administrative Institute of Science and Technology of physical and sports activities at the University of M'sila.

Keywords: TQM-Higher Education- Total Quality Justifications.

الملخص :

هدفت هذه الدراسة إلى معرفة المبررات الدافعة لتطبيق إدارة الجودة الشاملة في معاهد علوم وتقنيات النشاطات البدنية والرياضية من وجهة نظر الإداريين في معهد علوم وتقنيات نشاطات البدنية والرياضية بجامعة المسيلة، اعتمدت الدراسة على المنهج الوصفي التحليلي كونه يتلاءم مع موضوع الدراسة، و استخدم الباحث الاستبيان و طبق على عينة بحث مكون من 31 موظف العاملين بمعهد علوم وتقنيات

النشاطات البدنية والرياضية بجامعة المسيلة .

و قد أوضحت النتائج المتوصل إليها:

أن جميع الفرضيات تحققت بالنسبة للإداري معهد علوم وتقنيات نشاطات البدنية والرياضية بجامعة المسيلة.

- الكلمات المفتاحية : - إدارة الجودة الشاملة-التعليم العالي- مبررات الجودة الشاملة

Introduction and Problematic of the Study:

The modern world has witnessed many changes and changes in all economic, social, cultural, political and technological fields, which have led to increased competition among economic organizations locally and internationally in order to acquire the largest market share and attract customers and gain their satisfaction and loyalty.

These changes in societies in various fields led to the emergence of what is known as the management of change, which came to reconcile the internal variables of the organization with the external variables in order to help them adapt and keep pace with the developments and ensure their existence and continuity.

In this new situation, organizations are forced to change from their traditional methods of management and try to adopt modern management concepts if their goals are to be achieved. Quality management is the most important modern management concepts and the most widespread use of the development of working methods in various magazines and to achieve the maximum desired goals Of the Foundation.

Education in general and higher education in particular is one of the most important pillars of the economy and the knowledge society. Higher education

institutions play an essential role in maximizing the cognitive ability of the society in research, use and application through the exercise of its functions of teaching knowledge and scientific research.). However, the success of these institutions in preparing qualified human capital for production, developing their creative abilities, and raising their level of qualification to meet the various needs of the society from sustainable development in all social, human, economic and cultural journals requires them to pay attention to the issue of Filled concern for senior researchers in the world, which is to ensure the quality of education at the level of institutions of higher education through the good application of the concepts and principles of TQM, which form the core that enables the institutions of higher education to access to global reliability.

The institutes of science and technology of physical and sports activities in Algeria are among the most important institutions of higher education which the Algerian state attaches great importance to considering the great services it will provide to a society in all social or economic aspects if it is well paid. Therefore, the Algerian state through the Ministry of Higher Education To seek to provide the means of success of these institutes and the formation of specialized frameworks in this area contribute to achieve the desired goals.

All of these things that the Ministry of Higher Education is seeking can be accessed only by an effective administration that seeks and cares for the development of the society in all aspects in order to achieve excellence and access to excellence. In view of the successes achieved by TQM in the productive and service institutions, the Ministry of the Will has been commissioned by its experts and researchers to The need to apply the concepts of this administrative system at the level of science and technology institutes of physical and sports activities in order to make a quantum leap and develop in performance to suit

the developments existing at the local and international levels, but it had a range of justifications and motives that forced it to adopt the actual application of the principles of TQM and benefit from the results, and through the above set up the researcher a set of questions about these motives and justifications that prompted the adoption of this system.

Based on this, the features of our problem emerged as follows

General Problem:

- What are the justifications for the drive to implement TQM in institutes of science and technology for physical and sports activities? research goals:
- Try to find out the reasons for applying TQM in science and technology institutes to physical and sports activities.
- Identify the most important reasons for the application of TQM at the level of science and technology institutes of physical and sports activities.
- Trying to reach results that help decision makers and decision makers to find the appropriate mechanisms to implement QMS successfully.

research importance:

The importance of research, which revolves around the obstacles to the application of TQM in scientific and technical institutes of physical and sports activities in terms of science in two respects:

• The scientific importance of the theory:

By providing researchers and stakeholders in the field of total quality management scientific information about them and the most important motives that enable the implementation of good quality management at the level of scientific institutes and techniques of physical activities and sports.

• Applied scientific importance:

Motivation for the application of TQM in the institutes of science and technology of physical and sports activities

This study draws on its importance through the scientific addition which can be reached in the results of the study through the presentation of the necessary proposals, highlighting the most important motives and justifications that enable the actors and the actors in decision making at the level of institutes of the application of TQM, Contribute, God willing, through the results and recommendations that will be reached in helping officials to uncover the most important challenges of internal and external, which contribute to the implementation of the good principles of this system, to achieve the desired results.

General Hypothesis:

- The internal challenges and external challenges facing science and technology institutes drive physical and sports activities to the application of TQM from the point of view of the research sample.

Key words in the study:

The definition of our search terms is as follows:

Justifications:

Procedural definition:

The researcher defines the procedure as "the total reasons for the application of TQM in the institutes of science and technology of physical and sports activities in Algeria"

Total Quality Management:

Language Definition:

"The origin of the derivative of the word quality, which is an indication of the abundance of tolerance and tender quality and includes the sense of the good thing as well (Madani, Harfoush, p. 14,1996).

Standard definition:

Hoover and his colleagues define it as a management philosophy designed to make the institution more flexible and faster in creating a solid structural system through which all employees work to win customers by participating in the planning and execution of operational performance. "(Al-Azzawi, Mohamed Abdel Wahab, 20/20/2005).

It is a philosophy of the university leaders that focuses on satisfying the needs of students and beneficiaries, achieving the growth of the university, and achieving its goals (Ezzeddine Abdullah Awad Naeem ,2015, p126).

An administrative process based on a set of values and its energy is derived from information that employs employees' talents and invests their intellectual abilities at different levels of organization creatively to ensure continuous improvement of the organization (Deming, Robert Hagstrom, 2009, p. 45).

rocedural definition:

Is a management system that relies on human resources and seeks to continuously improve the customer service in the best way and at the lowest cost.

Total Quality Management in Higher Education:

"It is an administrative philosophy of the university leaders focused on satisfying the needs of students and beneficiaries, and achieve the growth of the university, and reach the goals, which ensure the efficiency and high efficiency in the field of scientific and research, which ultimately lead to excellence and excellence, including comprehensive quality university colleges, institutes, administrations and employees. Terturi et al., P. 115,2006).

- Previous and similar studies:

Despite the importance of the subject, however, there are no previous studies, but we found through a survey that we have done to collect the theoretical

information on the subject of the study, similar studies, the most important of which are the following: Study: PhD thesis on the application of the quality assurance system in the Algerian Higher Education Institutions "Prospects and Constraints", field study of higher education institutions of the Algerian East. - The general objective of the study: To know the obstacles and prospects of applying TQM in the Algerian higher education institutions.

- Study questions:

- What are the obstacles and prospects for implementing the quality assurance system in Algerian higher education institutions?
- What are the justifications for implementing the quality assurance system in Algerian higher education institutions from the point of view of quality assurance officials?
- What is the appropriate policy for applying the quality assurance system in Algerian higher education institutions from the point of view of quality assurance officials?

- Methodology: Use descriptive analytical method,

- Research community: a component of quality assurance officials in the universities of the east of Algeria.

- Study tool: Use the questionnaire as an appropriate tool for collecting data from the research community.

-Results:

- The internal and external challenges faced by Algeria's higher education institutions have been pushed to implement the quality assurance system.
- The existence of a number of constraints that apply the system of quality assurance and related to the leadership at the level of the Ministry of Will and

the administrative and organizational aspect of the institution and the level of the behavioral side of the parties involved in the application.

- Suggestions:

- Need to underline the lines for the actual and good application of the quality assurance system of the identification of the target and the appropriate mechanism and the appropriate range.
- Work on quality assurance internally through the attention to achieve the overall quality and continuous improvement based on self-assessment procedures.
- Adopting external quality assurance procedures that allow it to compare its policy with what is customary among those with competence.

Comment on similar studies:

The present study is similar to the current study, which dealt with the issue of the reasons and motives of the application of TQM in universities in general and higher education in particular, considering that the institutes of science and technology of physical and sports activities belong to the Ministry of Higher Education, It is also similar with the current study that this study was used descriptive analytical method by researchers and there was a difference in the time domain of the study on the time domain of the current study, the previous study was conducted between 2008 and 2014, What will be, God willing, make this current study during the school season (2018.2019). The present study also addressed the reasons for the application of TQM in the institutes of science and technology of physical and sports activities in Algeria and the similar study which I have dealt with in my subject, which is of great benefit in enriching the theoretical framework related to this study and in controlling the questions and hypotheses of the study as well as the ideas that helped me as a researcher

Design of the study tool (questionnaire) and control and statement of the object and items.

Field Action:

Survey Study:

Scientific research tools are the basis of the practical aspect, which gives more credibility to the problem posed. The exploratory study is one of the most important tools used in scientific research. It reveals to us the secrets of the place in which we explore our hypotheses. Our study led us to the Institute of Science and Technology of physical activities and sport in M'sila.

These are on several steps:

- Accept the acceptance of the Institute's management to carry out this study.

The aim of this study was to:

- Know the difficulties that the researcher may face while conducting a field study

. • Identify the field of application and procedures of this study.

- The ability of the staff and administrators of the Institute to assist us in conducting our study.

- Know how difficult or easy the questionnaire questions are.

- Know when we can take this study.

• Know whether the questionnaire is suitable for the level of the research community.

- The extent of understanding and adequacy of the staff of the Institute for the questionnaire submitted during the process of answering it

- fields of study:

The fields of study are divided into two main areas :spatial domains (the place where the study was conducted), and the temporal (field the duration of the field study), as follows:

Spatial domain: The study took place at the Institute of Science and Technology of Physical and Mathematical Activities at the University of M'sila. We conducted it on the staff and administrators of the Institute. We randomly selected 11 administrators to conduct an exploratory study among the 51 administrators who are the institute's leading body and this sample represents 20% of the original research community.

Temporal domain: After we selected the subject of the study and accepted it by our formation committee, we started to work and after defining the terms and axes of the questionnaire, the forms were distributed to the administrators and staff at the Institute of Science and Technology of physical and sports activities at the University of M'sila on Tuesday 22 January 2019 until Thursday 24 January 2019.

Methodology of the study: The descriptive approach is concerned with collecting accurate and scientific descriptions of the studied phenomenon, describing the current situation and explaining it. It also aims at studying the relationship between different phenomena (Aziz Ali Nasser Al-Qadimi, 2019, p. 114).

Study Society: The sample is defined as the study population from which the field data are taken, and it is part of the whole, in other words, a group of members of the community to be represented for the study (Zawy Zaid, Amron Moftah, 2018, p. 218).

The research community in this study consists of staff and administrators working at the Institute of Science and Techniques of physical and sports

activities at the University of M'sila. The number of them after the survey was 51 employees divided into several interests.

Data collection and information collection tools:

In order to collect data, information and facts, there are many scientific research tools, such as the questionnaire, which were designed in the light of the theoretical study. This tool helps in recording the data and presenting it in tables that help the researcher to reveal the meanings of this data. A questionnaire is a tool for collecting data on a specific subject by a questionnaire filled out by the respondent, an appropriate study tool with dimensions and items used to obtain specific information, data and facts related to a particular situation and presented as questions to be answered By the subjects concerned with questions "(Jawadi, 2009, Ph.D. thesis).

It has been designed in a manner consistent with the nature of the study objectives and may be of two parts are as follows:

- The first part contains preliminary information related to the study community, including data on age, sex, professional experience, educational level, and position status.
- The second part consists of 15 words with 5 levels of selection ranging from OK, OK, Neutral, Disapproved, Disagree. These statements were distributed on two axes:

The first axis: Justifications at the internal level of the institutes.

The second axis: Justifications at the level of the outer perimeter of the institutes.

The psychometric properties of the instrument

Tool Validation:

The arbitrators' truth: The tool derives its sincerity from the sincerity of its arbitrators, and accordingly the tool was presented in its initial form on 07 professors by specialization, where we asked them to express their opinions and observations on the relevance of the paragraphs or expressions of the questionnaire and the extent of affiliation of the paragraphs to each axis or field of study as well as the development of its initial formulation and in light of this was deleted some words and change some words to suit the questionnaire With the reality of the study and the specificity of the Institute of Science and Technology of physical and sports activities. The number of words in the questionnaire submitted to the administrators and staff of the Institute of Science and Technology of physical and sports activities reached 16 words distributed in two axes.

Table 01 shows the number of statements according to each axis of the

Axes	Number of terms
The first axis: Justifications at the internal level of the institutes.	08
The second axis: Justifications at the level of the outer perimeter of the institutes.	07
Total terms of the questionnaire as a whole	15

questionnaire.

The validity of internal consistency :

was calculated the validity of the internal consistency of a questionnaire was calculated and verified by applying it to a survey sample of (11) members of the

Motivation for the application of TQM in the institutes of science and technology of physical and sports activities

research community. Pearson correlation coefficient was calculated between the scores of each of the study's survey axes, Of the social sciences (statistical package for social sciences)), (spss), and the following tables illustrate this.

Table 2 shows the coefficient of internal consistency of each term for the first axis (justification at the internal environment of the institutes) with the total terms of the questionnaire:

The first axis: Justifications at the internal level of the institutes.

phrases	Phrase number	Coefficient of correlation
1 - Low quality of training in institutes.	01	0.975
2. Low quality of scientific research.	02	0.846
3. Low quality of services provided to society.	03	0.861
4. Lack of harmonization with higher education program and labor market requirements.	04	0.653
5. The need to improve the efficiency of sports science institutes.	05	0.950
6. The need to improve the effectiveness of sports science institutes.	06	0.712
7. The need to implement new governance at the level of institutes.	07	0.789
8 - the desire to change (to carry out corrective and complementary reforms to the system).	08	0.750

The correlation coefficient is significant at the degree of freedom (09), and the error rate (0.05)

By comparing the value of the scale (0.653 and 0.975) with the error rate(0.05) and the degree of freedom (09) we find that all correlation coefficient values are significant.

The second axis:Justifications at the external environment of the institutes.

Table 3 : The internal consistency coefficient for each term of the second axis (justification at the external environment of the institutes) is shown together with the total terms of the questionnaire

Phrases	Phrase number	Coefficient of correlation
1- Increasing social demand for sports sciences.	01	0.951
2 - Increasing unemployment among university graduates.	02	0.872
3. Funding difficulties.	03	0.850
4. Increase the demand for quality education in institutes.	04	0.789
5. Improving the rank of sports institutes in the academic classification of the universities of Algeria	05	0.633
6. Diversification of education at the level of institutes.	06	0.814
7 - Open education in specialization on the private sector.	07	0.822

The correlation coefficient is significant at the degree of freedom (09), and the error rate (0.05)

Motivation for the application of TQM in the institutes of science and technology of physical and sports activities

By comparing the value of the scale (0.633 and 0.951) with the error rate(0.05) and the degree of freedom (09) we find that all correlation coefficient values are significant.

5/2 Stability of the tool:

The tool stability is consistently intended to obtain "close results or the same results if applied more than once in the same similar circumstances, and it is rare to have a true or constant measure,The true measure is the fixed measure, but the reverse is not true(C.J.Nunnally, 1978).

Alpha Krumbach calculated for the axes of the questionnaire submitted to the principals are: 0.867

Table 04: shows the values of alpha chrombach for each axis and the whole study questionnaire:

Axes	Number of terms	Alpha value
The first axis: Justifications at the internal level of the institutes.	08	0.858
The second axis: Justifications at the level of the outer perimeter of the institutes.	07	0.913
Total terms of the questionnaire as a whole	15	0.867

The table shows that the values of alpha chrombach for each axis and for the whole questionnaire are higher and greater than the acceptable value (0.7) by (nunnally 1978).

6- Field application procedures:

We conducted our basic study on the research community of 31 employees and administrators at the Institute of Science and Techniques of physical and sports

activities at the University of M’sila. The questionnaire forms were distributed and retrieved. This was during the period from Sunday 27 January 2019 to Tuesday 29 January 2019 .

7- Statistical methods used:

In order to analyze the results of the study collected through the questionnaire, we resorted to statistical processing of the data obtained to:

- To measure the accuracy and stability of the tool used, we used the Pearson correlation coefficient and the alpha chromabach stability coefficient.
- arithmetic mean and standard deviation.

For the purpose of determining the weights’ levels of the axes of the study axes (relative importance) expressed in the axes of the form, the Likert scale was adopted, on the basis of which the range 5-1 is equal to 4 and divided by the five instrument levels. , And the weighted average value of the weighted weights is as follows:

Table 05: Value of weighted mean, percentage weights and approval scores for the questionnaire.

Weighted average	Percent weights	Degree of approval
From -1 to less than 1.8	0.2 - less than 0.36	Very weak
From 1.8 to less than 2.6	0.36- less than 0.52	Poor
From 2.6 to less than 3.4	0.52- Less than 0.68	Medium
From 3.4 to less than 4.2	0.68 - less than 0.84	High
From 4.2 to less than 5	0.84 - less than 100	very high

Motivation for the application of TQM in the institutes of science and technology of physical and sports activities

Analysis and discussion of results:

The first question: "What is the justification for the application of quality management in the institutes of science and technology of physical and sports activities at the internal environment of the institutes?"

The objective of this problem was to find out what are the most important reasons and reasons for the application of TQM in the Institute of Science and Technology of physical and sports activities and the most influential from the point of view of the research sample at the internal environment of the institutes. This was calculated using the arithmetic mean and the standard deviation of the responses of members of the research community Expressions of the first axis "justification at the level of the internal environment of the institutes" .The results are as shown in the following table:

Table 06: illustrates the responses of members of the research community to terms of justification at the internal environment of the institutes.

Phrases	Mean	standard deviation	Degree of approval	Relative importance	Ranking
1 - Low quality of training in institutes.	3.37	0.712	very high	86.20	08
2. Low quality of scientific research.	3.51	0.810	very high	84.80	07
3. Low quality of services provided to society.	4.13	0.776	High	82.60	04
4 - Lack of harmonization of the program of higher education at the level of institutes and requirements of the labor	4.03	0.917	High	83.40	05

market.					
5. The need to improve the efficiency of sports science institutes.	4.31	0.890	High	80	01
6. The need to improve the effectiveness of sports science institutes.	4.24	0.755	High	80.81	02
7. The need to implement new governance at the level of institutes.	4.17	0.919	High	70.20	03
8 - the desire to change (to carry out corrective and complementary reforms to the system).	4	0.843	Medium	67.40	06
General Average	3.96	0.827	High	79.42	

Source: The table was prepared based on the results of the questionnaire. After analyzing the results of the first axis of the first hypothesis, and looking to find out what are the most important reasons for the application of TQM and the most influential from the point of view of the research sample at the internal level of the institutes, and based on the data in the table above No. 06, The general mean of the paragraphs was 3.96 and a standard deviation of 0.827 and a percentage weight of 79.42%. Therefore, it is at the high level of approval (68-84%), This indicates that the research sample of the Institute has agreed to a high degree of justifications for the scientific and technical institutes of physical and sports activities to adopt the TQM application. The most important justification for the research sample is the need to improve the efficiency of scientific and technical institutes of physical and sports activities, Improving the effectiveness

Motivation for the application of TQM in the institutes of science and technology of physical and sports activities

of science and techniques for physical and sports activities, as well as the need to implement new governance at the institute level.

The second question: "What is the justification for the application of quality management in the institutes of science and technology of physical and sports activities at the level of the external environment of the institutes?"

• The objective of this question was to find out what are the most important reasons and motivations for the application of the total quality in the Institute of Science and Technology of physical and sports activities and the most influential from the point of view of the research sample. This was calculated using the arithmetic mean and the standard deviation of the responses of members of the research community on the words of the second axis " At the level of the periphery of the institutes ", and the results are as shown in the following table:

Table 07: Responses of members of the research community to the terms "

Phrases	Mean	standard deviation	Degree of approval	Relative importance	Ranking
1- Increasing social demand for sports sciences.	3.82	0.919	high	68.20	02
2 - Increasing unemployment among university graduates.	4.03	0.782	high	80.60	01
3. Funding difficulties.	3.68	0.853	High	73.60	05
4. Increase the demand for quality of education in institutes by stakeholders.	3.75	0.526	High	70.20	03
5. Improving the rank of	3.72	0.781	High	74.40	04

sports institutes in the academic classification of the universities of Algeria.					
6. Diversification of education at the level of institutes.	3.51	0.728	High	76.4	06
7 - Open education in specialization on the private sector.	3.41	0.872	High	75	07
General Average	3.70	0.780	High	74.05	

Source: The table was prepared based on the results of the questionnaire.

Discuss the results of the second axis in the light of the second hypothesis:

After analyzing the results of the second axis of the second hypothesis, and looking to find out what are the most important reasons for the implementation of TQM and the most influential from the point of view of the research sample at the level of the external environment of the institutes, and based on the data in Table 07, (3.70), with a standard deviation of (0.780) and a percentage weight of (74.05%). Therefore, it is at the high level of approval (68-84%), which indicates the approval of the research sample of the Institute to a high degree of total justification for the officials of the institutes of science and technology of physical and sports activities to adopt the application of TQM, and the most justifiable reasons for the sample of the study is the increasing unemployment among university graduates, as well as increasing social demand for As well as increasing the demand for quality of education in institutes by stakeholders. All of these results are consistent with the study of researcher Reqad Salihah entitled "The application of the quality system in the institutions of Algerian

higher education horizons and obstacles", which found that the most important reasons that push officials at the level of universities of higher education to the application of quality management at the external level is increasing social demand on Higher education, as well as increased unemployment at the level of university graduates.

Conclusion:

In addition to analyzing and discussing the results obtained through the distribution of the questionnaire to all the administrators who are active in the Institute in order to know the validity of the hypotheses on which we based research or study, The two hypotheses were validated and, accordingly, the general hypothesis of the research has been confirmed.

Hence, we can say that the application of TQM as an administrative system is an imperative and urgent necessity dictated by several circumstances and has several reasons and motives. In light of the current trends in higher education, the Institute of Science and Technology of physical and sports activities is one of its most important branches. In this regard, the application of TQM was dictated by several circumstances and reasons that motivated the adoption of this administrative system and therefore it must be applied efficiently and effectively. This requires the following guidelines to define the appropriate objectives, the appropriate mechanism, means to define the appropriate policies that allow the application of this system, to advertise and document it, and also to involve all actors in institutions of higher education in general and institutes of science and technology of physical sports activities in particular in determining these policies that allow the good application of the principles of this system. To ensure good attention to the total internal and external challenges faced by officials in implementing this system and to work to provide appropriate conditions to

improve the quality of education at the level of these institutes, and ultimately leads to a certificate of the quality of this education, and recognition of this at the global level.

Suggestions:

Through our theoretical and field study, as well as through our interaction with the actors at the Institute of Science and Technology of physical and sports activities at the University of M'sila, we have reached some important suggestions which we wish to observe:

- 1 - To improve the efficiency and quality of education at the level of science and technology institutes of physical and sports activities.
- 2 - To develop the effectiveness of education at the level of science and technology institutes of physical and sports activities.
- 3- To improve the quality of services provided to the community.
- 4 - Try to overcome the total internal and external challenges, allowing the good application of the principles of the overall quality management and benefit from the results.

General Conclusion:

The success of a research does not depend on the importance of the results obtained, nor on the results. These results are related to their actual application. In this study we aim to determine the most important reasons for the application of TQM in the Institute of Physical and Mathematical Sciences and Technologies Total internal and external challenges that contributed to the concept of TQM. We have developed two hypotheses that there is a set of justifications and motivations that have contributed to the adoption by the officials of the institutes of science and technology of physical and sports activities of the TQM system. Two hypotheses were focused on two important aspects: internal

challenges and external challenges. The sample of the study in its final form was composed Of the 31 staff members of the Institute of Science and Technology of physical and sports activities at the University of M'sila.

In order to verify the validity or deny the hypotheses for this study, we presented a sample questionnaire to the study sample after we verified the validity of the tool and its stability using appropriate statistical methods. After we emptied the data and analyzed it and verified the hypotheses proposed in our study, the hypotheses that were developed were proven.

In this regard, the participants in the Institute of Science and Technology of physical and sports activities and those with the power to make decisions must take constant care of the total challenges facing them both at the internal and external levels and work on preparing all the conditions of assistance for the actual application of this administrative system, The human and material resources available by the state are best exploited in order to improve the quality of education and reach the ranks of the world

List of references:

References:

Arabic References:

- Al-Azzawi, Mohamed Abdel Wahab, (2005), Total Quality Management, Dar Al Yazouri Scientific Publishing and Distribution, Amman, Jordan.
- Madani, Harfoush, (1996): Towards Quality Management as an Approach to Administrative Reform, Dar Ghraib for Printing and Publishing, Cairo.
- Tuttouri, Mohamed Awad, Joueihat, Agadir Arafat (2006): Total Quality Management in Higher Education Institutions, Libraries and Information Centers, First Edition, Dar Al Masirah Publishing, Distribution and Printing, Haman, Jordan.

Foreign References:

- Nunnally, c, 1978, psychométriethéorie, 2nd ed, new York; mCgraw-Hill.
- Deming and Robert Hagstrom, Total Quality Management, Kunooz Publishing and Distribution, Cairo, 2009.

Thesis and Scientific Dissertations:

- Jawadi, Khalid, Characterization of the professions related to sports management and its response to the standards of total quality management, his doctoral thesis in physical education and sports, University of Algeria 2009.
- Al-Moghidi, Al-Hassan. The obstacles of educational supervision as seen by supervisors and supervisors in Al-Ahsaa Educational Governorate. Journal of the Center for Educational Research, Qatar, Qatar University, No. (12), year (1997).
- Izzeldin Abdullah Awad Al-Naim, Obstacles to the Application of Total Quality Management at Imam Muhammad bin Saud Islamic University from the Perspective of Faculty Members, Journal of the Union of Arab Universities for Research in Higher Education, Volume 35, No. 2, 2015.
- Aziz Ali Nasser Al-Qadimi, The reality of organizational communication in Yemeni sports federations ,Sports Creativity, Volume 10, Issue 01, 2019.
- zaoui zeyd, meftah amroune, Transformational leadership and its impact on performance at work, field study, Sports Creativity, Volume 09, Issue 02, 2018.