Diagnosis of Sports Clubs and Complexes in Zanjan City Based on EFQM Model and Development of Improvement Methods

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Abstract

The aim of this study was to diagnose the Sports Clubs and Complexes in Zanjan city and present improvement methods to increase their effectiveness. The statistical population was 82 managers of the Sports Clubs and Complexes. Also the subjects were equal to the statistical population. However, only 66 managers returned their questionnaires. The research method was analytic-descriptive and was of a survey research. To collect data, EFQM Questionnaire was used. The Kolmogrove-Smirnoff Test was used to check the normality and the Pearson Test was used to determine the correlation between variables. The result showed that there was a significant and positive correlation between Enablers and Results sectors (p = 0.001), (r= 0.778). Also the average of the excellence in the Sports Clubs and Complexes was in the low level (M=224), the average of the excellence in the Enablers sector was in the middle level (M=257) and in the Results sector was in the low level (M = 191). Results of the excellence level showed that the Sport Clubs of Mokhaberat, Shahrdari, Rooeantan, Badminton Academy and Medicine Sciences had first to fifth degrees, respectively. The Pareto analysis chart determined that the first% 20 reasons from the low score in Enablers sector were caused by the low score in process, people and leadership ,respectively, and in results sector was caused by the low score in people results, customer results, society results and business results ,respectively. Also, in

order to present methods, we should evaluate these factors to dissolve% 80 of the low excellence level problem.

Key words: EFQM (European Foundation Quality Management), Diagnosis, Sports Clubs and Complexes

Introduction

Nowadays the competition for quality, without the use of management new knowledge is not possible, and this subject has become a growing challenge for managers in different organizations. Qualitative education is true if it is managed based on national needs and for promoting knowledge and learning quality. Organizations can take advantage of new techniques and methods of management and for changing and improving, move in line with the global towards excellence and competitiveness. Recently, organizations that using different methods and tools in quality, degree of inherent properties that meet customer needs have performed indescribable efforts in the realization of this aim. Comprehensive quality management system, Kaizen, ISO, Six Sigma, EFQM and … all confirm that current organizations with understanding the necessity to achieve the desired quality and at the same time economic, are going to know these tools and the way of establishing them in order to achieve strategic and high objectives . At present, more than 70 countries have provided a national model for themselves and by relying on these patterns , have created awards in national and regional level(Conformity with the model for getting the prize) that stimulating the organizations in the movement toward Excellency ,growth and higher productivity. Deming Prize in Japan (starting from 1951), Malcolm Baldrige Award in the United States (starting from 1987) ,and Europe Quality management Foundation Award (starting from 1991), in three major economic poles of the last century, namely Japan, America and Europe, are the most important of these awards. In Islamic countries, we can point the King Abdullah II of Jordan' award of excellence, Dubai, Turkey, Egypt, and Qatar Quality Award and Malaysia's prime minister Quality Award. Meanwhile, our country has chosen the EFQM for Excellency of organizations. Organizational excellent model is a tool to help organizations and institutions to assess the extent of being on the path of excellence and balanced growth. This model helps organizations to understand the current situation based on an interactive model of organization, identify problems, based on these problems and their causes determine solutions to optimizing the existing condition, and execute them. Excellence model focuses on the fact that surviving in global competition is required to improve performance in global scale. This model is based on nine criteria: The five criteria are the enabling factors that include (leadership, staff, policy and strategy, partnerships and resources, processes) and the other four criteria are the results that include (staff results, customer results, society results and key performance results). This model provides guidelines for managers of organizations and institutions to measure the progress and performance of their organization in quality and Excellency. Enabling factors include the things that organizations perform and results are the achievements. Enabling factors, make the results and results, are the driving force of enabling factors. Sports organizations such as sports federations, sports councils, sports clubs and . are organizations that must be managed by managers that have the qualification and the ability to run this organizations and are able to act effectively. On the other hand, the lack of awareness in the heads of these organizations about knowledge of management techniques, motivation techniques and human relations, monitoring and evaluation, and. are factors that effect on management performance toward excellence. Outcome of studies indicate that Excellence model helps the qualitative assessment of

performance and thereby examines the strengths and weaknesses of the organization's performance. It is worth noting that the novel application of organizational excellence model, particularly in sport, the studies refers to using this model in other sectors such as industry. Dhnvyh used standard organizational excellence assessment questionnaire in a research that by the evaluation of performance in Hashemi Nejad Hospital, identified its strengths and weaknesses and presented the ideal solution to solve the problem. Amin conducted a research that after review and evaluation of quality performance of 10 pieces based on organizational excellence model used the hierarchical techniques for ranking the companies. Zanganeh in addition to evaluating excellence in Tehran League clubs from the perspective of managers and employees based on the excellence model concluded that there is a significant relationship between results and enablers; In addition, there is no significant difference between the views of employees and managers in terms of excellence in football clubs. In a research, Maleki and Izadi concluded that using the EFQM to identify the organizations achievement to quality, superior performance and growth of their knowledge about the quality and performance excellence is essential and this pattern is highly able in removing the Insufficiency in the health sector. In a survey that conducted on 93 companies and factories in Spain, Gnzals and Vyjynda evaluated the impact of enablers on the results in excellence model using structural equation modeling .Results showed that there is a causal relationship between enablers and results in a model of excellence. Tatankv in a survey conducted in the two nurses parts from two hospitals, concluded that there is a double correlation between excellence and job satisfaction. Carmen in a survey conducted in Spain, used excellence model and evaluation matrix method for the ranking of Spanish university libraries and identified the strengths and weaknesses of the library with this model. In a survey that was performed by Mri and Rosa , excellence questionnaire was used to assess higher education institutions and this result was obtained that there is significant correlation between enablers and results. Carlos performed an experimental study in relation to the development of enabling factors and results in a model of excellence in Spain and concluded that all the enablers are equally effective in improving outcomes and thus the approach to equilibrium in the development of the enablers causes maximum correlation between results and enablers .Also in another study that was done by Kahlo in Spanish universities ,the result was that there is a significant relationship between the excellence model enablers and universities performance. The present study also attempts to answer the following questions

1) - How is the status of organizational excellence in the clubs and athletic complexes in Zanjan?

2) - What relation exists between the enablers and results in a model of Organizational Excellence?

3) - How is the status of each of the characteristics of organizational excellence in sports clubs and athletic complexes in Zanjan?

4) - What are the problems of sports clubs and sport complexes in Zanjan?

The research methodology

The research method was analytic-descriptive and was of a survey research .The statistical population was 82 managers of the Sports Clubs and Complexes. Also the subjects were equal to the statistical population. However, only 66 managers returned their questionnaires.. To collect data, EFQM Questionnaire was used. The Kolmogrove-Smirnoff Test was used to check the normality and the Pearson Test was used to determine the correlation between variables.

Findings

Table 1. Kolmogorov Smirnov test results

Variable	n	M	Sig
Enablers	66	252.56	0.608
Results	66	191.36	0.390

Table 2. The relationship between enablers and results in excellence model

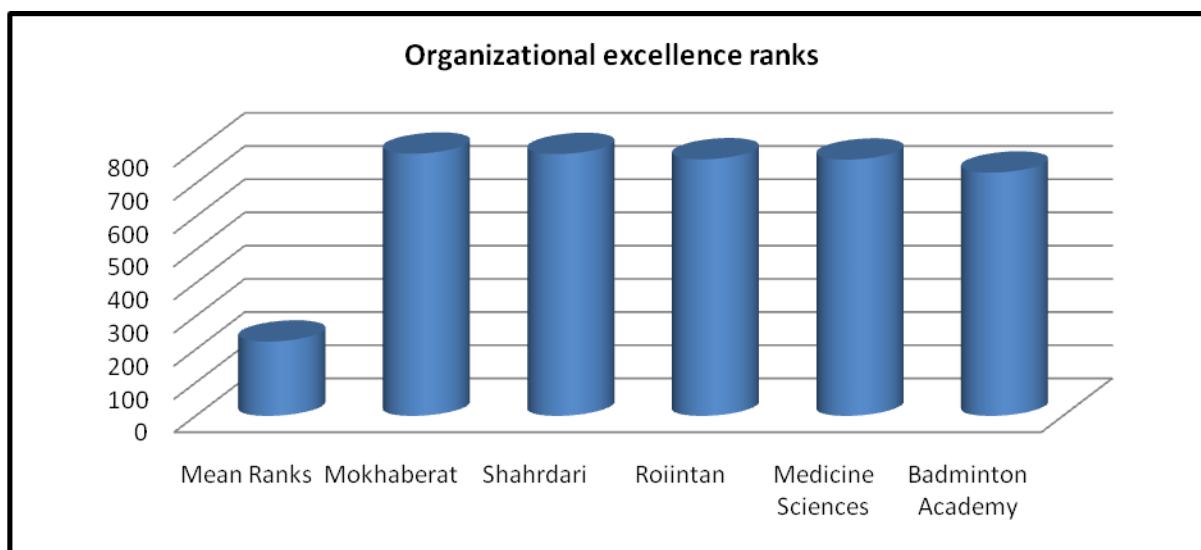| Variable	N	r	Sig
Enablers	66	0.778	0.001
Results			

Figure 1: Organizational Excellence in sports clubs and top clubs in Zanjan

Table 3. Average excellence in the enablers

Empowerment indicators						
Total	Processes	Resources and partnerships	Strategy	Staff	Leadership	
243	56	44	45	50	48	M

Table 4. Average excellence in the results

Results indicators					
Total	Key performance results	Society results	Staff results	Customer results	
208	48	55	53	52	M

Using fish bone diagram (cause and effect) and Pareto chart analysis, it was determined that the first% 20 reasons from the low score in Enablers sector were caused by the low score in process, people and leadership ,respectively, and in results sector was caused by the low score in people results, customer results, society results and business results ,respectively.
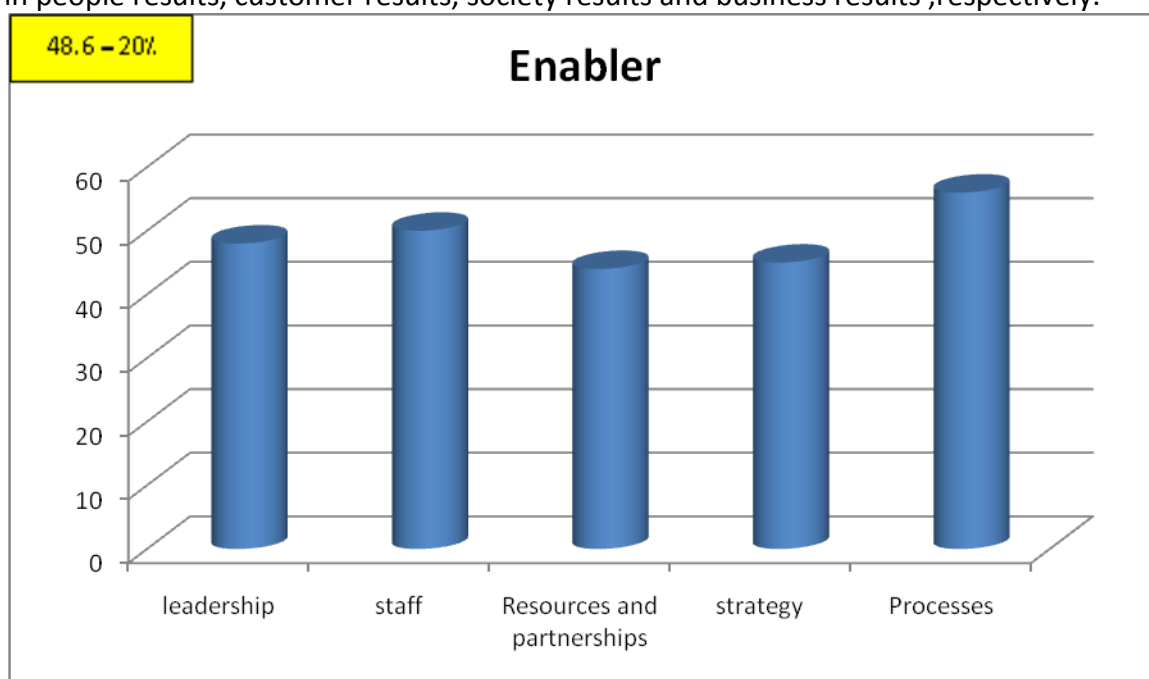
Figure 2. Pareto analysis of the enablers
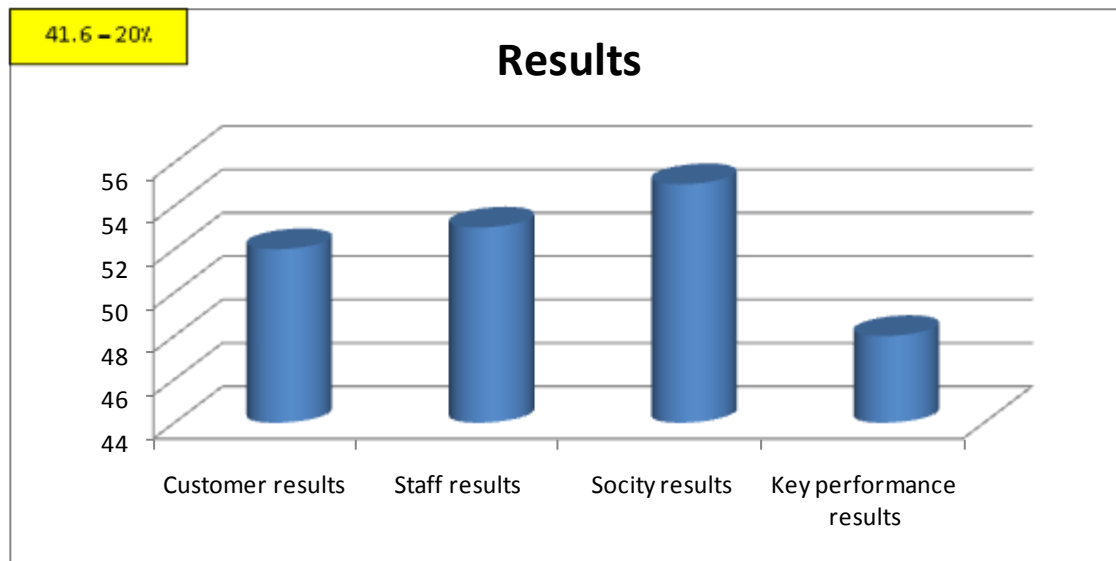

Results

Figure 3. Pareto analysis of the results

Based on information obtained from the graphs above, the reason for low scores in two areas of enablers and results based on Pareto analysis were determined showing that enhancing athletic clubs` excellence will reduce their complications and problems.

Conclusion

The result showed that there was a significant and positive correlation between Enablers and Results sectors (p = 0.001), (r = 0.778). Also the average of the excellence in the Sports Clubs and Complexes was in the low level (M = 224), the average of the excellence in the Enablers sector was in the middle level (M = 257) and in the Results sector was in the low level (M = 191). Results of the excellence level showed that the Sport Clubs of Mokhaberat, Shahrdari, Rooeantan, Badminton Academy and Medicine Sciences had first to fifth degrees, respectively. The Pareto analysis chart determined that the first% 20 reasons from the low score in Enablers sector were caused by the low score in process, people and leadership ,respectively, and in results sector was caused by the low score in people results, customer results, society results and business results ,respectively. Also, in order to present methods, we should evaluate these factors to dissolve% 80 of the low excellence level problem. So, the following guidelines are recommended:

- Processes: 1 - Compilation of codified and standardized evaluation system to ensure successful operations and evaluating all processes and activities in sports clubs in Zanjan 2 - Application of evaluation results to solve problems 3 - Meeting needs of customers and consider new activities according to their needs 4 - Continuous improvement activities and identifying the needs of customers according to model of excellence of successful clubs 5 - Continuous improvement in support and administrative affairs of sports training affairs in athletic clubs

- Staff: 1 - Development of evaluation system documented in the field of education needs of customers in line with the values and goals of clubs and sports complexes 2 - proper appreciation of the efforts of educators who will help promote the club or sport.

- Leadership: 1 - Managers of sports clubs make sure their set of organizational structure and management systems improve the effectiveness of the activities and results of 2 - Proper appreciation of the staff and managers who seriously attempt to improve organization 3 - To attract and hold regular meetings with the sponsors to improve sports clubs.

- Community: 1 - To consider arrangements for the conservation of energy and environment and their continuous improvement 2 - Ongoing assessment of satisfaction of neighborhood and community with sports clubs

- Results of Staff: 1 - Comparative analysis of coaches and sports clubs performance 2 - To inform the coaches about job satisfaction and performance of s other coaches in their sports clubs.

- Customer results: 1 - Appropriate communication between clubs or sports complex and customers Through assessment and Measurement of customer satisfaction and strive to increase their satisfaction 2 - Compilation of credit evaluation system to determine customer satisfaction with facilities and services and their satisfaction with clubs and sports complexes 3 - Developing a system to show the sporting success of the customers and to compare them together with other clubs and sports complexes 4 - Developing a system to inform about customers `satisfaction 5 - Using survey results to improve services and educational programs in Clubs and sports complexes

- Results in key performance areas: 1 - Developing a system for review and resolution of performance results and comparing them with other sports clubs 2 - Developing an evaluation system for identifying training needs of customers and comparing them and their continuous improvement in clubs and sports complexes 3 - Improving administrative activities such as planning, technology, legal, financial and safety in clubs and sports complexes.

Given the above findings, it seems necessary to span the existing defects in clubs and sports complexes in Zanjan and devise a strategic program to promote excellence in sports clubs in order to establish excellence through continuous improvement of the health development of Zanjan and sports clubs and to honor the achievements of championships in Zanjan.

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