

INFLUENCE OF TOTAL QUALITY MANAGEMENT ON ADMINISTRATIVE EFFECTIVENESS OF UNIVERSITY SPORTS CENTRES IN NIGERIA

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ABSTRACT

Total quality management serves as a self-assessment checklist for university sports centres to evaluate their management implementation programmes and identify problem areas that could be improved upon. This study examined the influence of total quality management on administrative effectiveness of seven (7) federal and six (6) state university sports centres in Nigeria. Demographic variables of sex, age, qualification, years of experience and status of participants were also examined. The sample studied comprised of one hundred and thirty two (132) participants. The study made use of a standardised questionnaire originally developed by Zhang (2000) which was modified to suit the purpose of the study. Data was analysed using descriptive statistics of simple percentages and inferential statistics of chi-square. Results show that vision statement, evaluation, process control, employee participation, and training influence administrative effectiveness of university sports centres. Results suggested that sports centres should ensure that they have a clear vision statement so as to guide the activities of the organisation. Directors of sports, sports administrators and coaches should ensure that evaluation is carried out often within their sports centres in order to identify areas demanding attention and to ensure that an organisation's administration fulfils its basic requirements. Process control should be used in the sports centre so as to help predict potential problems before they occur.

Keywords: *Total Quality Management, Administrative Effectiveness, University Sport Centre, Vision Statement*

1. Introduction

Total quality management (TQM) has become a common denominator for administrative effectiveness in sports organisation, thus, total quality is a unique management method to confront the difficulties faced by these

organisations in achieving the highest rate in product or service quality. This is however dependent on an effective management that recognises the importance of quality and adopts a comprehensive entrance to total quality management (Hegazy, 2012). Total quality management is the management of initiatives and procedures that are aimed at achieving the delivery of quality products and services in any sports organisation.

The importance of quality is a main concern for many organisations, both public and private (Samat, Ramayah, & MatSaad, 2006). Total quality management is not only limited to product improvement, it also covers a wider aspect of quality in the service sector. Total quality management in sports institutions requires a commitment from each of the senior management, the availability of required resources whether material or human, optimal record system, operational control of all activities of the institution and the use of effective systems to achieve the goals (Hegazy, 2012).

Effective administration is an important ingredient in any sports organisation because it determines whether an organisation is going to progress, operate efficiently, achieve its objectives, and have a group of workers who are happy, cooperative, and productive. A deep understanding of total quality management principles and the practicality of it is very essential for administrative effectiveness in the sense that it ensures close supervision of facilities, materials, supplies, and equipment essential to the life of the organisation (Bucher & Krotee, 2002).

University sports centres in Nigeria encounter different operational problems, parts of which include insufficient materials, management problems, inadequate and poor infrastructures. Thus, for any sports organisation to achieve its objectives, the application of total quality management is a necessity. However, total quality management is not something that happens overnight. It must be worked upon consequently to make it more effective and efficient. While there are a number of solutions that will help sports organisations quickly start to implement a quality management system, there are some underlying philosophies that must be integrated throughout every department of the organisation and at every level of management.

Quality could be explained as the ability of a sports organisation to deliver services that are dependable and reliable. The successful implementation of total quality management assists sports organisations to position themselves for the challenges ahead. The problem however, is that most organisations in Nigeria today seem to be paying only lip service to total quality management implementation (Nosakhare, 2000). A careful study of Federal and State university sports environment in Nigeria would reveal some inconsistencies in their administration. Thus, administrative effectiveness in these sports centres tends to be a challenging task which is saddled with some problems. Some of such problems may vary from one university to the other.

Clash between training programme and academic programme of students, insufficient facilities and equipment for training, lack of industrial borehole to maintain the swimming pools adequately and insufficient funding for tournaments are some challenges facing the university sports centres. According to some coaches in the universities' sports centres, some of the problem areas in sports administration are insufficient total quality awareness training for all the members of staff in the sports centres, inadequate knowledge of budget utilisation and management of allocated funds.

However, these challenges could be countered by considering certain virtues in total quality management which provide way out of the problems. It is believed that if the principles are applied in the administrative activities of the various university sports centres, most of the problems arising therein would be solved. To this end therefore, this study is about an approach in which total quality management principles could be adopted for an effective administration of university sports centres.

2. Methodology and Procedure

2.1 Participants

Descriptive research design was adopted in carrying out this study. This method was used because the situation had already existed and researchers only collected the data on the variables of interest (total quality management and administrative effectiveness). The population for the study comprised of all categories of staff in the university sports centres in Nigeria: directors of sports, administrative officers, secretaries, coaches, grounds men, lifeguard, drivers, and office assistants. Purposive sampling was adopted for this study because the population strength of the university sports centres is not so large. The sample consisted of all the staff in seven federal and six state university sports centres, which is made of 185 personnel. However, 132 copies of the instrument were retrieved in usable form, representing 71.3% return rate. The process of administering the questionnaire lasted three months.

2.2 Instrumentation

Data was collected using a modified questionnaire which was analysed and interpreted for the purpose of giving a full description of the study. A standardised questionnaire on total quality management originally developed by Zhang (2000) to measure total quality management and implementation was used for this study. The questionnaire was modified to suit the purpose of the study. The instrument has two (2) sections. Section A sought demographic data of respondents while Section B contained 38 statement items on the five variables of interest. Scoring of the research instrument was based on a four point modified Likert scale of strongly agreed (SA), agreed (A), disagreed (D), and strongly disagreed (SD). Though the history and steps at establishing the research instrument's content validity, criterion-related validity and construct

validity had been reported by Zhang (2000), however, it was given to three experts in management sciences and two in sports management for criticisms and suggestions on improving the face and content validity. Reliability of the instrument had been reported as 0.84 (Zhang, 2000). However, test-retest reliability was carried out on 15 participants from University of Benin Health Centre within an interval of two weeks. The test-retest reliability was conducted to further establish the reliability of the modified questionnaire. In doing this, a co-efficient value of 0.72 was established using the Pearson's product moment correlation, suggesting a strong correlation and suitability for use.

2.3 Data Analysis

Data collected from the questionnaire was analyzed using descriptive statistics of frequency counts and percentage. Inferential statistics of chi-square (X^2) was used to test the influence of each of the five variables of total quality management on administrative effectiveness of university sports centres at 0.05 level of significance. The Statistical Package for Social Sciences (SPSS) version 17 was used to analyse the data.

3. Results

Table 1: Demographic distribution of respondents		
Variable	Frequency	Valid %
<i>Gender</i>		
Male	87	65.9
Female	45	34.1
<i>Age</i>		
28-35yrs	27	20.5
36-45yrs	53	40.2
46yrs and above	52	39.4
<i>Qualification</i>		
First School Leaving Cert.	6	4.5
SSCE/WASC/GCE	10	7.6
NCE/OND	22	16.7
Bachelor's Degree/HND	81	61.4
Other Qualifications	13	9.8
<i>Experience</i>		

1-5yrs	49	37.1
6-10yrs	22	16.7
11yrs and above	61	46.2
<i>Designation</i>		
Director	12	9.1
Coach	51	38.6
Administrative Officer	18	13.6
Secretary	13	9.9
Others	38	28.8

Table 1 presents the demographic distribution of respondents. By gender, there are more males (n=87, 65.9%) than the females. By age distribution, the 36-45years age bracket (n=53, 40.2%) were more than other subgroups. In terms of qualification, Bachelor's degree/HND holders (n=81, 61.4%) were the majority of respondents, while only 6 (4.5%) were with First School Leaving Certificate. Those with 11years and above of experience on their job (n=61, 46.2%) were more than the other subgroups of experience. Under designation, the coaches (n=51, 38.6%) formed the highest number of respondents, while the Directors were just 12 (9.1%).

Table 2: Chi-square summary of perceived influence of total quality management on administrative effectiveness of university sports centres

Variable	N	Df	X ² cal	X ² crit	Remark
Vision statement	132	21	137.36	32.67	Significant
Evaluation	132	21	174.73	32.67	Significant
Process control	132	21	83.25	32.67	Significant
Employee participation	132	21	102.20	32.67	Significant
Training	132	21	111.41	32.67	Significant

Table 2 presents the chi-square summary of influence of the variables of total quality management on administrative effectiveness of university sports centres. From the results on vision statement, calculated X² value of 137.36 is greater than the critical X² value of 32.67. Based on this, vision statement significantly influences administrative effectiveness of university sports centres [X²(21) = 137.36; *p < 0.05]. On evaluation, calculated X² value (174.73) is greater than the critical X² table value (32.67), suggesting a significant influence of evaluation on administrative effectiveness of university sports centres [X²(21) = 174.73; *p<0.05]. For process control, calculated X² value

(83.25) is greater than the X^2 table value (32.67). This implies that process control significantly influences administrative effectiveness of university sports centres [$X^2(21) = 83.25$; $*p < 0.05$]. On employee participation, calculated X^2 value (102.20) is greater than the X^2 table value (32.67), suggesting a significant influence of employee participation on administrative effectiveness of university sports centres [$X^2(21) = 102.20$; $*p < 0.05$]. For training, calculated X^2 value (111.41) is greater than the X^2 table value (32.67). This implies that training significantly influences administrative effectiveness of university sports centres [$X^2(15) = 111.41$; $*p < 0.05$].

4.0 Discussion of Findings

The first finding of this study is that vision statement significantly influences administrative effectiveness of university sports centres. This supports the finding of Zairi (2005) that transforming the vision of total quality organisation to reality requires a complete change in the prevailing attitudes and culture of people within the sports centre. This change must begin from the director of sports to the office assistants and must be permanent, consistent and visible in order to enhance administrative effectiveness in the organisation. This finding however contradicts the view of Vinni (2006) that there is a lot of ambiguity between pursuing the vision statement of providing services in the sports centre and being accountable to the whole public. The vision statement could be the weakest part of implementing total quality management and ensuring administrative effectiveness in public institutions. Other problems of setting the targets, measuring the performance and changing the mindset of people begin to unravel from vision statement. Darbi (2012) noted that, it is a question of how clear is the message of the leaders, be it directors of sports, sports administrators, coaches, about the vision statement of the organisation to guide its administrative activities and the actions of people in a diversified environment.

The second finding that evaluation significantly influences administrative effectiveness of university sports centres supports the finding of Chang (2010) that participants reaction implied that evaluation provides a basis for developing a balanced set of measures as long as data are provided that can improve program implementation and ensure administrative effectiveness. This finding however contradicts that of Hackman and Wageman (1995) that evaluation that attempts to assess the effects of total quality management on administrative effectiveness is fraught with both methodological difficulties and interpretative dangers. Also, Godfroij cited in Vinni, (2006) is of the view that if the challenge in university sports centres is to evaluate and improve the system as a whole, it is difficult to develop planning and control systems which are useful requirements for evaluation.

The third finding that process control significantly influences administrative effectiveness of university sports centres supports the finding of

Rohaizan and Tan (2011) that process control is one of the highest critical success factors, and the most important factors for successful total quality management implementation and administrative effectiveness. Also, Zhang (2000) found that process control has positive effect on product quality. However, Hoang, Igel and Laosirihongthong (2010) found that total quality management factor of process management was just average in manufacturing and service organisations.

The fourth finding that employee participation significantly influences administrative effectiveness of university sports centres supports the finding of Irechukwu (2010) that if critical factors like employee participation, are effectively in place in organisations, quality improvement and administrative effectiveness will be achieved successfully. It is also in agreement with Baidoun (2003) that directing active involvement of employees to the vision, values and quality goals of the organisation enables it to meet its expectation and enhances administrative effectiveness. The finding of the present study however contradicts that of Samat, Ramayah and MatSaad (2006) that employee involvement has no significant impact on service quality. The plausible reason could be that employee involvement in the sports centre is characterised by teamwork which produces lapses in the administrative processes of university sports centres and makes workers less responsive to their jobs because they always depend on the team's performance.

The fifth finding that training significantly influences administrative effectiveness of university sports centres supports the findings of Smith-Jentsch, Campbell, Milanovich and Reynolds (2001) that workers would demonstrate greater consistency in the administrative process of their organisation after training than before training. The study of Ooi, Cheah, Lin and Teh (2012) reinforces the widely held belief that training and development is positively associated with knowledge sharing. This finding however contradicts Hegazy (2012) who found that training obtained by employees does not contribute to their development of performance. It also contradicts that of Samat, Ramayah and MatSaad (2006) that training has no significant impact on service quality because measurement used to measure the level of training practiced in service organisations are more focused on the skills and not on the delivery of service itself.

5. Conclusion and Recommendations

From the results of this study, it could be concluded that the five variables of total quality management: vision statement, evaluation, process control, employee participation, and training, significantly influence administrative effectiveness of university sports centres in Nigeria. Therefore, this study made the following suggestions: In view of the fact that vision statement influences administrative effectiveness of university sports centres, every institution needs to have a vision statement which can be used to guard against any erroneous

outputs from its services and activities. This is important for promoting administrative effectiveness. Sports organisations should evaluate their total quality management implementation programs regularly to enable them identify those areas where improvement is necessary in order to enhance administrative effectiveness. Process control should be a continuous part of the sports organisation's improvement process. Employees should be allowed to work in units within the sports centre where they can make positive contributions. In order to develop awareness, interest, and action towards total quality management programmes and administrative effectiveness, management of university sports centres should organise training on total quality management for all employees at all levels.

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