



Comprehensive Quality Principles as A Contribution to The Development of Premier League Club Management in Libya

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ABSTRACT

The research aims to develop administrative work in Premier League clubs in Libya by applying the principles of overall quality. In this research, the descriptive method was used depending on the nature of the research. The study population included members of the boards of directors of Premier League clubs, which had twenty (20) clubs registered with the Libyan Football Federation for the 2023-2024

sporting season. The research sample was selected from members of the boards of directors of twenty (20) professional sports clubs of the Premier League in Libya, including fourteen (14) board chairmen, fifteen (15) treasurers and forty-seven (47) board members responded. The results of this research showed that there are statistically significant differences between the frequencies of responses of the research sample members in all the statements of the first axis titled "The extent of officials' awareness of the concept and philosophy of comprehensive quality in Premier League clubs" and the second and third axes titled respectively "The extent to which senior management in Premier League clubs is centered around the beneficiaries to achieve their needs, desires, and expectations"; "The style of administrative leadership that must be implemented in the Premier League clubs in Libya", in favor of the most frequent response. Regarding the questionnaire, the arithmetic mean was 2.54, with a relative importance of 84.8%, and the response direction was (high) on the principles of comprehensive quality for developing administrative work in the Premier League clubs in Libya. The researcher recommends the necessity of using the principles of comprehensive quality in sports clubs in order to develop their administrative work, as well as asking the responsible authorities to establish a special center for comprehensive quality in the sports field for continuous development and improvement.

Keywords: Administrative work, principles, comprehensive quality Premier League clubs

INTRODUCTION

In light of globalization, which was marked by a revolution in the field of communications and information, the intensity of competition between enterprises has increased in all fields. On this basis, innovation and development in the administrative work of institutions has become an important necessity in order to satisfy the beneficiaries. It is clear that total quality management is an effective means of bringing about radical changes in the philosophy and method of work.

Addressing the issue of comprehensive quality principles through analysis, evaluation and development lies at the heart of future studies to raise the level of administrative work in some sports clubs. In addition, it raises awareness of the necessity of preparing a strategy for its development, as well as the importance of sports planning for comprehensive quality.

Qeshta and Nasrallah [1] define total quality management as a modern management philosophy that takes the form, approach, and comprehensive administrative system based on bringing about radical positive changes to everything within the organization. These changes include organizational thought, behavior, values and beliefs, administrative concepts, administrative leadership style, and various work systems and procedures. All this in order to improve and develop all components of the organization to reach the highest quality in its outputs.

It is clear that this era in which we now live is characterized as an era of quality, as the nature of the era in which we live emphasizes freedom and quality together. This appears in all aspects of economic, political, social, and sporting activity. Attention to quality has become important in the modern period in administrative and sporting institutions and bodies in general and sports clubs in particular, and it has become an urgent term for administrative work.

Sorour [2] and Al-Shafii [3] state that comprehensive quality management in sports institutions is all the management activities and functions that are applied in sports institutions, which determine quality goals, policies, and responsibilities and apply them through quality planning, quality control and assurance, and quality improvement within the quality system. Therefore, many of our institutions have resorted to adopting some administrative methods that have proven effective in improving productivity, including the method of principles of total quality management, since it combines many modern ideas about management culture and strategies. It is also considered a comprehensive method for organizational development and to convince these institutions that improving quality the organization's work leads to improving its productivity.

Samah [4] also emphasizes the importance of adopting the principles of comprehensive quality management in managing sports institutions, in order to keep pace with the sports management revolution taking place at the world level. So that it works to maintain competition in the field of managing various sports institutions effectively, and this requires us to adopt a new management philosophy that is in line with the requirements of society.

Al-Marghani [5] adds that the contemporary world is interested in applying the principles of comprehensive quality in all institutions. Especially sports ones, for several reasons, including: their comprehensiveness in all fields, contributing to decision-making, and solving problems easily and conveniently, the ineffectiveness of some administrative systems and methods in achieving the required quality, keeping the quality system in line with modern development plans, strengthening interconnection and coordination between Departments of the organization as a whole

Sports clubs in any country are the basic base for sports, and civil sports federations mainly consist of sports clubs and other various sports institutions, and any sports progress achieved by any country is largely linked to what these clubs provide.

Applying the principles of comprehensive quality within every institution or sports body in general, and sports clubs in particular, is the first step towards continuous improvement within the training system, and it is the basis for studying and evaluating the existing reality, to identify and strengthen the strengths, and the weak points and strengthen them in order to prepare and qualify leaders. Administrators distinguished by their comprehensiveness and integration for the success of the administrative process in sports clubs. It is necessary to develop a proposed vision for the problem of the inability of sports administration to contribute to the development of administrative work in Premier League clubs, as well as the inability of officials and workers to build and develop their scientific capabilities according to scientific foundations so that the administrative official can identify modern administrative developments in sports clubs and develop them according to the comprehensive quality principles system. It is important to apply the principles of total quality management in various sports institutions, such as the Olympic Committee, sports federations, and sports clubs, through the conviction and belief of senior management in the philosophy of the concept of applying the principles of total quality management and working to select working leaders and develop their administrative work. This is to reduce errors and wastefulness, as well as directing and following up with supervisors and conveying this philosophy to them, and focusing on improvement and development, as well as preparing, training and refining workers in sports federations, which is one of the

foundations of total quality management. This is consistent with what Qeshta and Nasrallah [1] mentioned about the necessity of paying attention to the boards of directors of sports clubs, by applying the principles of comprehensive quality in sports clubs, to achieve their goals and work to improve and develop all club activities in all sports, cultural and social fields. Sports clubs are among the institutions most affected by global and local changes, because sports have a clear impact locally and globally and represent a manifestation of the progress of nations and peoples. Therefore, the above-mentioned researchers attribute the results of these studies to the importance of applying the principles of comprehensive quality in sports institutions in general and sports clubs in particular as one of the entrances to development in administrative work in a way that is consistent with the practical reality of management in sports clubs in Libya. This is what gave us an opportunity to study this topic, and that there is no alternative but to apply the principles of comprehensive quality in Libyan sports institutions, in order to raise the level of sports and improve the performance and competitiveness of sports clubs.

Research Importance

The importance of this study lies in that it focuses on a modern concept in the directives of administrative work in sports clubs (Premier League clubs). Therefore, it is necessary to pay attention to the need for sports clubs to apply the principles of comprehensive quality, to adopt methods of modernization and administrative development, in order to reach the right path to correct the process of the administrative movement in these clubs. Based on the interest in Premier League clubs, the importance of this research also lies in highlighting the principles of comprehensive quality management in developing and improving Libyan sports clubs on an ongoing basis. It also sheds light on a modern concept in the directives of administrative work in one of the sports bodies, namely sports clubs (Premier League clubs), as well as the importance of contributing to obtaining new information, through the results of this research, which benefits those working in the sports field in general, and the sport clubs in particular. The importance of this research also appears in placing the results of this research in the hands of officials in Libyan sports clubs.

Research Objectives

The study aims to develop the administrative work in the Premier League clubs in Libya by applying the principles of comprehensive quality by identifying:

- The extent of officials' understanding and awareness of the concept, importance and philosophy of applying the principles of comprehensive quality in the Premier League clubs in Libya.
- The extent to which the clubs' senior management is focused on the principle of beneficiary satisfaction.
- The administrative leadership style that must be implemented in Premier League clubs.

Research Questions

To better understand the topic of this research, we must answer to the following questions:

- To what extent are officials aware and aware of the concept, importance and philosophy of applying the principles of comprehensive quality in the Premier League clubs in Libya?
- To what extent is the clubs' senior management focused on the principle of beneficiary satisfaction?

- What is the style of administrative leadership that should be implemented in the Premier League clubs in Libya?

METHODOLOGY

Population and Sample

The research population included members of the boards of directors of the Premier League clubs, numbering twenty (20) clubs registered with the Libyan Football Association for the sports season 2023-2024. The research sample was selected from members of the boards of twenty (20) professional sports clubs in the league; fourteen (14) Chairman of the Board of Directors, fifteen (15) Treasurers, and forty-seven (47) Board Members responded, while the others did not participate in the current study.

Research Method

The descriptive approach was used as it is the most appropriate method for the nature of this research.

Research Tools

A questionnaire form was constructed to achieve the objectives of the study through specialized scientific references and previous studies related to the research topic. The questionnaire includes topics related to the principles of comprehensive quality as an input for developing the management of Premier League clubs. The form also contains three (3) axes, and each axis contains a set of statements. Then the axes were presented to the experts, then the phrases or indicators were built under each axis until the number of phrases reached 205 in their initial form, and a three-pronged response scale was established consisting of appropriate; inappropriate and modified. This was then presented to experts from specialist professors in the faculties of physical education and the sciences and techniques of physical and sports activities, and after collecting the questionnaires, they were finalized and modified according to the opinions of the experts until the number of statements reached their final form included in the study. It should be noted that it was agreed that the phrase that obtained 75% of expert agreement would be retained.

The First Axis:

The extent of officials' awareness of the concept and philosophy of comprehensive quality in Premier League clubs.

The Second Axis:

The extent to which the senior management of the Premier League clubs in Libya is focused on the principle of beneficiary satisfaction.

The Third Axis:

The type of administrative leadership that must be implemented in the Premier League clubs in Libya.

Statistical Tools

The research data was processed using the SPSS statistical program (Version 2020), and the following statistical treatments were used:

- The Pearson correlation coefficient to calculate the validity of the internal consistency between the questionnaire statements.
- Cronbach's alpha coefficient to calculate the reliability of the questionnaire.
- The Chi-square test of independence to calculate the differences between the responses of the research sample's opinions.
- The one-way analysis of variance (one-way Anova).
- Frequency and percentage

RESULTS AND DISCUSSION

This part includes presenting the results of research individuals through questionnaire forms for the heads and members of the clubs' boards of directors, by discussing and interpreting the results related to developing a vision of the principles of comprehensive quality in sports clubs. From the results shown in Tables n°1 and n°2, it is clear that there is agreement between the responses of the research sample members regarding "the extent to which officials are aware of the concept and philosophy of comprehensive quality in Premier League clubs". The overall average for the axis was 2.56, which is an average from the third category of the three-way Likert scale, as it falls between 2.34 and 3.00. This category indicates the relative importance of 85.5% over the total statements of the first axis (A).

The results of Chi-square test to study the differences between the frequencies of responses of members of the research sample showed that there are statistically significant differences in all statements of the first axis (A) and in favor of the most frequent response. The significance level values ranged from 0.000 to 0.001, which is smaller than the significance level of 0.05.

From the results shown in Tables n°3 and n°4, it is clear that there is agreement between the responses of the research sample members regarding "the extent to which officials are aware and aware of the importance of applying comprehensive quality principles in Premier League clubs." The overall average for the axis was 2.54, which is an average from the third category of the three-way Likert scale, as it falls between 2.34 and 3.00. This category indicates the relative importance of 84.8% over the total statements of the first axis (B).

It is clear from Tables n°2 and n°4 the statistical significance of the responses to the statements of the first axis in its first and second dimensions, which states "the extent to which officials are aware of the concept, importance and philosophy of applying the principles of

Table n°1: Table illustrating the responses, frequency and percentage in relation to statements of the first axis (A) "The extent of officials' awareness of the concept and philosophy of comprehensive quality in Premier League clubs" (n=76).

N°	Phrase	Frequency and percentage	Responses		
			Agree	Neutral	Disagree
1	Realizing that it is a set of principles, methods, technical means, efforts and skills that lead to continuous improvement of performance at all administrative levels in clubs	Fr	53	19	4
		%	69.7	25	5.3
2		Fr	55	16	5

	An intellectual development that leads to continuous improvement in administrative processes and improving performance and services provided by achieving the greatest return at the lowest cost.	%	72.4	21.1	6.6
3	A modern management philosophy that achieves excellence and achievement for the senior management of sports clubs and places the satisfaction of beneficiaries on the list of priorities, with a focus on satisfying their needs and expectations.	Fr	39	24	13
		%	51.3	31.6	17.1
4	Investing and employing the talents and intellectual capabilities of administrators and employees of sports clubs in order to achieve the best level.	Fr	48	23	5
		%	63.2	30.3	6.6
5	A method to encourage everyone to cooperate and participate to work within one team to achieve goals and create added value to achieve the satisfaction of beneficiaries of sports clubs.	Fr	54	19	3
		%	71.1	25	3.9
6	A system directed towards properly investing material and human potential in developing administrative work in sports clubs.	Fr	48	22	6
		%	63.2	28.9	7.9
7	The modern administrative method that depends on the conviction of senior management in the cooperation of all employees in developing the administrative work in sports clubs through continuous improvement of inputs and processes to achieve the highest level of outputs to achieve the clubs' goals.	Fr	61	10	5
		%	80.3	13.2	6.5
8	It is a vision and philosophy that seeks to stimulate the motivation of officials in sports clubs at all levels of management to improve and develop their work.	Fr	40	28	8
		%	52.6	36.8	10.6
9	A cooperative form for performing administrative work and mobilizing the talents and capabilities of each of the sports club officials to continuously improve productivity and quality using work teams.	Fr	51	17	8
		%	67.1	22.4	10.5
10	The method allows judicial officials to reduce errors and find solutions and alternatives to the problems facing administrative work in sports clubs.	Fr	43	27	6
		%	56.6	35.5	7.9

comprehensive quality in the Premier League clubs in Libya". The results indicate that officials are aware of the concept, importance and philosophy of comprehensive quality principles in sports clubs, according to the point of view of the research sample, where the response trend was high.

The results of this study are consistent with what was stated by Shawan [6], Al-Hawari [7], Hamed, [8], Ismail [9] and Al-Marghani [5]. on the necessity of awareness of the concept and importance of comprehensive quality in the sports field.

This must be achieved as an integrated unit, inseparable from concept to concept, but rather applied as one unit to those in charge of the sports field to achieve the desired goal.

Table n°2: Table illustrating the results of Chi-square test of the differences between the frequencies of the research sample's responses to the phrases of the first axis (A) "The extent of officials' awareness of the concept and philosophy of comprehensive quality in Premier League clubs" (n=76).

N°	Phrase	SMA	Relative importance In %	χ^2	α
1	Realizing that it is a set of principles, methods, technical means, efforts and skills that lead to continuous improvement of performance at all administrative levels in clubs	2.64	88.2	49.76 *	0.00
2	An intellectual development that leads to continuous improvement in administrative processes and improving performance and services provided by achieving the greatest return at the lowest cost.	2.66	88.6	54.50 *	0.00
3	A modern management philosophy that achieves excellence and achievement for the senior management of sports clubs and places the satisfaction of beneficiaries on the list of priorities, with a focus on satisfying their needs and expectations.	2.34	78.1	13.45 *	0.00
4	Investing and employing the talents and intellectual capabilities of administrators and employees of sports clubs in order to achieve the best level.	2.57	85.5	38.6 *	0.00
5	A method to encourage everyone to cooperate and participate to work within one team to achieve goals and create added value to achieve the satisfaction of beneficiaries of sports clubs.	2.67	85.1	53.71 *	0.00
6	A system directed towards properly investing material and human potential in developing administrative work in sports clubs.	2.55	91.2	35.47 *	0.00
7	The modern administrative method that depends on the conviction of senior management in the cooperation of all employees in developing the administrative work in sports clubs through continuous improvement of inputs and processes to achieve the highest level of outputs to achieve the clubs' goals.	2.74	91.2	75.82 *	0.00
8	It is a vision and philosophy that seeks to stimulate the motivation of officials in sports clubs at all levels of management to improve and develop their work.	2.42	80.7	20.63 *	0.00
9	A cooperative form for performing administrative work and mobilizing the talents and capabilities of each of the sports club officials to continuously improve productivity and quality using work teams.	2.57	85.5	40.6 *	0.00
10	The method allows judicial officials to reduce errors and find solutions and alternatives to the problems facing administrative work in sports clubs.	2.49	82.9	27.1 *	0.00

The general average and the relative importance for the first axis (A)	2.56	85.5
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While these results do not agree with the findings of the study Tamraz [10], which indicated that officials and beneficiaries in sports institutions are not familiar with the concept and importance of comprehensive quality in sports institutions. Senior management must believe in the ability to bear responsibility in eliminating mistakes, the importance of meeting the needs of beneficiaries and satisfying their desires, the ability to solve problems, develop alternatives, and develop scientific plans and programs to achieve the goals of sports institutions.

Table n°3: Table illustrating the responses, frequency and percentage in relation to statements of the first axis (B) “The extent of officials’ awareness of the concept and philosophy of comprehensive quality in Premier League clubs” (n=76).

N°	Phrase	Frequency and percentage	Responses		
			Agree	Neutral	Disagree
11	Senior management is keen on the importance of meeting the needs of beneficiaries and satisfying their desires for activities in the club.	Fr	54	14	8
		%	71.1	18.4	10.5
12	Develop plans and determine methods, methods and programs based on scientific foundations.	Fr	42	23	11
		%	56.6	38.2	5.3
13	Implementing an integrated system for continuous development and improvement of administrative work in sports clubs.	Fr	42	23	11
		%	55.3	30.3	14.5
14	Making decisions and solving problems that hinder administrative work in sports clubs	Fr	54	15	7
		%	71.1	19.7	9.2
15	Strengthening cohesion, communication and coordination between administrative departments in sports clubs	Fr	53	12	11
		%	69.7	15.8	14.5
16	Senior management takes into account the involvement of those with experience in decision-making in developing the administrative work of sports clubs.	Fr	54	18	4
		%	71.1	23.4	5.3
17	Encouraging teamwork and cooperation to highlight problems and provide solutions.	Fr	54	16	6
		%	71.1	21.1	7.8
18	Using information technology and technical means to benefit from them in developing administrative work in sports clubs.	Fr	53	20	3
		%	69.7	26.3	3.9
19	Develop programs to refine and prepare the club’s employees by developing a plan for continuous education and training at all levels and rewarding them when they commit to improving the club’s administrative work.	Fr	41	27	8
		%	53.9	35.5	10.5
20	Developing alternatives to develop the club’s administrative work.	Fr	45	26	5
		%	59.2	34.2	6.6
21		Fr	50	19	7

	Senior management's interest in continuous evaluation of the club's various work stages.	%	65.8	25	9.2
22	Contributing to providing various services to beneficiaries.	Fr	37	27	12
		%	48.7	35.5	15.8
23	Paying attention to problems related to the clubs' administrative work development programs and taking appropriate measures to solve them.	Fr	55	40	7
		%	72.4	18.4	9.2
24	Performing the work correctly and in the least time, effort and cost.	Fr	42	28	6
		%	55.3	36.8	7.9
25	Improving confidence and increasing work performance among club administrators and employees	Fr	57	14	5
		%	75	18.4	13.2
26	Developing the spirit of competition and creativity among employees and administrators within the club.	Fr	52	14	10
		%	68.4	18.4	13.2
27	Following the principle of decentralization in administrative work within the club.	Fr	45	16	15
		%	59.2	21.1	19.7

Van Hoecke et al. [11] indicated that the application of comprehensive quality principles is linked to the extent of the conviction of senior management members and their exertion of the required effort and provision of the necessary support. This will lead to the success of their application in sports institutions, which leads to an increase in their organizational effectiveness. Milad [12] considers that administrators' commitment to the concept of comprehensive quality principles should not be limited to the theoretical aspect only, but must go beyond it to the practical aspect, and that conviction in the philosophy of comprehensive quality will contribute to the rapid development of administrative work.

Table n°4: Table illustrating the results of Chi-square test of the differences between the frequencies of the research sample's responses to the phrases of the first axis (B) "The extent of officials' awareness of the concept and philosophy of comprehensive quality in Premier League clubs" (n=76)

N°	Phrase	SMA	Relative importance In %	χ^2	α
11	Senior management is keen on the importance of meeting the needs of beneficiaries and satisfying their desires for activities in the club.	2.61	86.8	49.37*	0.00
12	Develop plans and determine methods, methods and programs based on scientific foundations.	2.51	83.8	30.80*	0.00
13	Implementing an integrated system for continuous development and improvement of administrative work in sports clubs.	2.41	80.3	19.29*	0.001
14	Making decisions and solving problems that hinder administrative work in sports clubs	2.62	87.3	49.92*	0.00
15	Strengthening cohesion, communication and coordination between administrative departments in sports clubs	2.55	85.1	45.34*	0.00

16	Senior management takes into account the involvement of those with experience in decision-making in developing the administrative work of sports clubs.	2.66	88.6	52.53*	0.00
17	Encouraging teamwork and cooperation to highlight problems and provide solutions.	2.63	87.7	50.63*	0.00
18	Using information technology and technical means to benefit from them in developing administrative work in sports clubs.	2.66	88.6	51.3*	0.00
19	Develop programs to refine and prepare the club's employees by developing a plan for continuous education and training at all levels and rewarding them when they commit to improving the club's administrative work.	2.43	81.1	21.66*	0.00
20	Developing alternatives to develop the club's administrative work.	2.53	84.2	31.61*	0.00
21	Senior management's interest in continuous evaluation of the club's various work stages.	2.57	85.5	38.87*	0.00
22	Contributing to providing various services to beneficiaries.	2.33	77.6	12.5*	0.002
23	Paying attention to problems related to the clubs' administrative work development programs and taking appropriate measures to solve them.	2.63	87.7	53.8*	0.00
24	Performing the work correctly and in the least time, effort and cost.	2.47	82.5	26.0*	0.00
25	Improving confidence and increasing work performance among club administrators and employees	2.68	89.5	60.97*	0.00
26	Developing the spirit of competition and creativity among employees and administrators within the club.	2.55	85.1	42.42*	0.00
27	Following the principle of decentralization in administrative work within the club.	2.39	79.8	22.92*	0.00
The general average and the relative importance for the first axis (B)		2.54	84.8		

Tamraz [10] adds that the familiarity of employees in sports institutions with the principles and objectives of comprehensive quality brings a kind of consensus and contributes to varying degrees to raising the productivity of the sports institution and improving the performance levels of its employees. This reflects positively on administrative work and achieves distinguished results that express the spread of a culture of comprehensive quality, which results in increased efficiency and effectiveness in achieving achievements and confronting problems.

Table n°5: Table illustrating the responses, frequency and percentage in relation to statements of the second axis: "The extent to which senior management in Premier League clubs is centered around the beneficiaries to achieve their needs, desires, and expectations." (n=76)

N°	Phrase	Frequency and percentage	Responses		
			Agree	Neutral	Disagree
		Fr	46	18	12

28	Satisfying beneficiaries is the basis for the success of the club's progress.	%	60.5	23.7	15.8
29	Striving to meet the needs and satisfy the current and future desires of beneficiaries.	Fr	39	27	10
		%	51.3	35.5	13.2
30	Beneficiaries share their opinions to plan future activities at the club.	Fr	32	31	13
		%	52.1	40.8	17.1
31	Creating positive interaction with those implementing activities and among their beneficiaries.	Fr	46	22	8
		%	60.5	28.9	10.5
32	Focus on measuring beneficiaries' satisfaction with the services you provide.	Fr	39	23	14
		%	51.3	30.3	18.4
33	Paying attention to employees' complaints and suggestions is the basis for developing the club's administrative work.	Fr	50	18	8
		%	65.8	23.7	10.5
34	Ensuring that members of the community surrounding the club benefit from the activities and services provided by the club.	Fr	36	35	5
		%	47.3	46.1	6.6
35	Taking the opinion of beneficiaries and improving the method of providing services to them.	Fr	34	34	8
		%	47.7	47.8	10.5
36	Ensuring to know the opinions of beneficiaries and the extent of their satisfaction with the activities provided by the club.	Fr	37	31	8
		%	48.7	40.8	10.5
37	Linking the relationship with other governmental and private institutions to benefit from them in improving the quality of the club's activities.	Fr	46	25	5
		%	60.5	32.9	6.6
38	Creating an appropriate work climate to solve the problems of the club's administrators.	Fr	65	15	5
		%	73.7	19.7	6.6
39	Providing and developing skills and expertise to accomplish work for club administrators.	Fr	50	22	4
		%	65.8	18.9	5.3
40	Developing the administrator's ability to complete administrative work in the required manner.	Fr	54	17	5
		%	71.1	22.4	6.6
41	Management directives are the main reason for completing administrative work in the required manner.	Fr	54	18	4
		%	71.1	23.7	5.3
42	Providing administrative beneficiaries with the opportunity to participate positively in planning and setting the club's goals and budget.	Fr	45	24	7
		%	59.2	31.6	9.2
43	Providing administrative beneficiaries with the opportunity to participate positively in planning and setting the club's goals and budget.	Fr	55	17	4
		%	72.4	22.4	5.3
44	The senior management relies on highly qualified workers to perform various administrative training tasks, which is reflected in meeting the needs of the club's administrative beneficiaries.	Fr	49	22	5
		%	64.5	28.9	6.6
45	Paying attention to the demands of beneficiaries, adopting their complaints and suggestions, applying the open-door policy, and deepening communication with customers in order to improve the service provided to them.	Fr	43	27	6
		%	56.6	35.5	7.9

46	Interest in creating an information system that helps them work to satisfy their desires and needs, which drives them to succeed in applying the quality philosophy.	Fr	51	15	10
		%	67.1	19.7	13.2

Table n°6: Table illustrating the results of Chi-square test of the differences between the frequencies of the research sample's responses to the phrases of the second axis: "The extent to which senior management in Premier League clubs is centered around the beneficiaries to achieve their needs, desires, and expectations." (n=76)

N°	Phrase	SMA	Relative importance In %	χ^2	α
28	Satisfying beneficiaries is the basis for the success of the club's progress.	2.45	81.6	26	0.00
29	Striving to meet the needs and satisfy the current and future desires of beneficiaries.	2.38	79.4	16.76	0.00
30	Beneficiaries share their opinions to plan future activities at the club.	2.25	75	9.02	0.00
31	Creating positive interaction with those implementing activities and among their beneficiaries.	2.5	83.3	29.16	0.00
32	Focus on measuring beneficiaries' satisfaction with the services you provide.	2.33	77.6	12.66	0.002
33	Paying attention to employees' complaints and suggestions is the basis for developing the club's administrative work.	2.55	85.1	38.0	0.00
34	Ensuring that members of the community surrounding the club benefit from the activities and services provided by the club.	2.41	80.3	24.5	0.00
35	Taking the opinion of beneficiaries and improving the method of providing services to them.	2.34	78.1	17.79	0.00
36	Ensuring to know the opinions of beneficiaries and the extent of their satisfaction with the activities provided by the club.	2.38	79.4	18.5	0.00
37	Linking the relationship with other governmental and private institutions to benefit from them in improving the quality of the club's activities.	2.54	84.6	33.18	0.00
38	Creating an appropriate work climate to solve the problems of the club's administrators.	2.67	89.0	57.66	0.00
39	Providing and developing skills and expertise to accomplish work for club administrators.	2.61	86.8	42.42	0.00
40	Developing the administrator's ability to complete administrative work in the required manner.	2.64	88.2	51.50	0.00
41	Management directives are the main reason for completing administrative work in the required manner.	2.66	88.6	53.53	0.00
42	Providing administrative beneficiaries with the opportunity to participate positively in planning and setting the club's goals and budget.	2.50	83.3	28.61	0.00
43	Providing administrative beneficiaries with the opportunity to participate positively in planning and setting the club's goals and budget.	2.67	89	55.45	0.00

44	The senior management relies on highly qualified workers to perform various administrative training tasks, which is reflected in meeting the needs of the club's administrative beneficiaries.	2.58	86	38.87	0.00
45	Paying attention to the demands of beneficiaries, adopting their complaints and suggestions, applying the open-door policy, and deepening communication with customers in order to improve the service provided to them.	2.49	82.9	27.18	0.00
46	Interest in creating an information system that helps them work to satisfy their desires and needs, which drives them to succeed in applying the quality philosophy.	2.54	84.6	39.5	0.00
The general average and the relative importance for the second axis		2.50	83.3		

In this regard, Al-Malous [13] states that there is a need for cooperation between specialists in the field of comprehensive quality and those responsible for Libyan sports in general. This is done by holding lectures, seminars and workshops to further spread the culture of comprehensive quality and the importance of using its principles in the applied field if we want to achieve achievement and reach the best levels of sports in the future at the Arab and continental levels.

From the results shown in Table n°5, it is clear that there is agreement between the responses of the research sample members regarding "the extent to which senior management in the Premier League clubs is centered around the beneficiaries to achieve their needs, desires and expectations". The general average for the axis was 2.50, which is an average from the third category of the three-point Likert scale is between 2.34 and 3.00, and this category indicates a relative importance of 83.3% on the total statements of the second axis. The results of Chi-square test to study the differences between the frequencies of responses of the research sample members (Table n°6) showed that there were statistically significant differences in all the statements of the second axis and in favor of the most frequent response, as the significance level values ranged from 0.000 - 0.001, which is smaller than the significance level of 0.05.

It is clear from Table n°6 and the statistical significance of the responses to the statements of the second axis, which states "the extent to which the senior management in sports clubs is centered around the beneficiaries to achieve their needs, desires and expectations," as the results indicate that the senior management in sports clubs is centered around the beneficiaries to achieve their needs, desires and expectations, according to the point of view of the research sample, where the response trend was high.

Al-Shafii [3] states that participation and focus on the beneficiary is the responsibility of management, as there is no meaning to quality without participation and focus on the beneficiary. Quality is defined by the beneficiary's behaviors and response to the services provided.

This result is consistent with what was stated by Amin [14], Ismail [9] and Samah [4], where they stressed the importance of focusing on the beneficiaries and achieving and meeting all their desires in an integrated manner.

Rady [15] also emphasizes the importance of focusing on beneficiaries and achieving their satisfaction by meeting all their needs, desires and expectations, and that focusing on beneficiaries is one of the most important axes of comprehensive quality strategies.

The results of this study do not agree with the findings of the study Tamraz [10], which indicates that officials are not interested in focusing on the beneficiaries. This is due to the lack of communication with all beneficiaries and the failure to study the labor market and the experience and competencies it requires and thus their availability among the beneficiaries. There is also a lack of study of the tendencies of the beneficiaries of these sports institutions, and the absence of a database for all the beneficiaries and their needs of these institutions.

Samah [4] believes that quality in practicing sports activities and training is achieving the requirements and goals of the beneficiary in the field of sports and administrative performance in sports institutions. What is meant by the beneficiary is (the player, the administrative staff, the technical staff, and the internal and external audience) who benefit from the various sports activities practiced in the sports institution, whether it is an individual or team game.

Table n°7: Table illustrating the responses, frequency and percentage in relation to statements of the third axis: “The style of administrative leadership that must be implemented in the Premier League clubs in Libya” (n=76)

N°	Phrase	Frequency and percentage	Responses		
			Agree	Neutral	Disagree
47	Management supports workers' discussion of the problems and difficulties they face at work and suggests solutions.	Fr	63	9	4
		%	82.9	11.8	3.9
48	Realizing that employees have the ability to take responsibility.	Fr	63	10	3
		%	82.9	13.2	3.9
49	Making structural changes consistent with quality requirements.	Fr	58	14	4
		%	76.3	18.4	5.3
50	Coordinated teamwork at the club using cooperative work teams.	Fr	54	20	2
		%	71.1	26.3	2.6
51	Top management is interested in financial incentive to complete work.	Fr	60	14	2
		%	78.9	18.4	2.6
52	Developing motivations for development and improvement among club employees.	Fr	50	20	6
		%	65.8	26.3	7.9
53	Ensuring an atmosphere of good human relations between those responsible for managing activities in the club.	Fr	55	18	3
		%	72.4	23.7	3.9
54	Follow a unified, clear and fair policy in distributing incentives to employees.	Fr	55	18	3
		%	72.4	23.7	3.9
55	Selection of administrators for activities based on efficiency and effectiveness in work.	Fr	53	17	6
		%	69.7	22.4	7.9
56	Taking into account the selection of leaders according to the club's needs by election through the General Assembly.	Fr	63	9	4
		%	82.9	11.8	5.3
57	Management depends on collective participation in decision-making.	Fr	60	10	6
		%	78.9	13.2	7.9

58	Club officials submit periodic reports on their work to senior management.	Fr	53	14	9
		%	69.7	18.4	11.8
59	The responsible of the work ensures that employees participate in planning activities and programs in sports clubs.	Fr	54	13	9
		%	71.1	17.1	11.8
60	The club supports achieving the satisfaction of external beneficiaries, which is the personal responsibility of every administrator in the club.	Fr	48	22	6
		%	63.2	28.9	7.9
61	The club is keen to implement training courses at all administrative levels to improve performance levels related to service quality.	Fr	34	31	11
		%	44.7	40.8	14.5
62	Coordinated teamwork at the club using cooperative work teams.	Fr	43	24	9
		%	56.6	31.6	11.8

Qeshta and Nasrallah [1] added that applying comprehensive quality works to reduce complaints, solve problems, and achieve beneficiaries' satisfaction. Al-Hawari [7] confirms that the values and principles of comprehensive quality in every activity and at every level of the sports institution are based on the participation of all employees in everything related to achieving the needs and expectations of the beneficiaries.

Table n°8: Table illustrating the results of Chi-square test of the differences between the frequencies of the research sample's responses to the phrases of the third axis: "The style of administrative leadership that must be implemented in the Premier League clubs in Libya" (n=76)

N°	Phrase	SMA	Relative importance In %	χ^2	α
47	Management supports workers' discussion of the problems and difficulties they face at work and suggests solutions.	2.78	92.2	39.5	0.00
48	Realizing that employees have the ability to take responsibility.	2.79	93	84.5	0.00
49	Making structural changes consistent with quality requirements.	2.71	90.4	84.97	0.00
50	Coordinated teamwork at the club using cooperative work teams.	2.68	89.5	65.16	0.00
51	Top management is interested in financial incentive to complete work.	2.76	92.1	55.05	0.00
52	Developing motivations for development and improvement among club employees.	2.58	86	74.0	0.00
53	Ensuring an atmosphere of good human relations between those responsible for managing activities in the club.	2.68	89.5	39.9	0.00
54	Follow a unified, clear and fair policy in distributing incentives to employees.	2.68	89.5	56.6	0.00
55	Selection of administrators for activities based on efficiency and effectiveness in work.	2.62	87.3	47.71	0.00
56	Taking into account the selection of leaders according to the club's needs by election through the General Assembly.	2.78	92.2	84.5	0.00

57	Management depends on collective participation in decision-making.	2.71	90.4	71.74	0.00
58	Club officials submit periodic reports on their work to senior management.	2.58	86	45.82	0.00
59	The responsible of the work ensures that employees participate in planning activities and programs in sports clubs.	2.59	86.4	48.97	0.00
60	The club supports achieving the satisfaction of external beneficiaries, which is the personal responsibility of every administrator in the club.	2.55	85.1	35.47	0.00
61	The club is keen to implement training courses at all administrative levels to improve performance levels related to service quality.	2.3	76.8	12.34	0.002
62	Coordinated teamwork at the club using cooperative work teams.	2.45	81.6	22.92	0.00
The general average and the relative importance for the third axis.		2.64	88.0		

From the results shown in Table n° 7, it is clear that there is agreement between the responses of the research sample members regarding “the style of administrative leadership that must be implemented in sports clubs in Libya”. The overall average for the axis was 2.64, which is an average from the third category of the three-way Likert scale, as it falls between 2.34 and 3.00. This category indicates a relative importance of 88% over the total statements of the third axis. The results presented in Table n°8 related to the Chi-square test to study the differences between the frequencies of responses of individuals in the research sample, showed that there are statistically significant differences in all the statements of the third axis and in favor of the most frequent response, where the values of the significance level ranged between 0.000 - 0.002, which is smaller than the significance level of 0.05. It is clear from Table n° 8 and the statistical significances of the responses to the statements of the third axis, which states “the style of administrative leadership that should be implemented in sports clubs in Libya”. The results indicate that there is agreement between the responses of the research sample members regarding the style of administrative leadership that should be implemented in sports clubs in Libya.

Al-Malous [13] explained that the success of applying the philosophy of total quality management in Libyan sports institutions requires an administrative style that works to make an effort to create an appropriate organizational environment for its employees, follow a unified, clear and fair policy, select officials on the basis of competence and effectiveness, and choose the appropriate leadership style in Achieving the goals of the sports organization, including planning activities and programs, and selecting officials on the basis of efficiency and effectiveness. The results of the study Tamraz [10] confirmed the adoption of leadership styles appropriate to the approach to total quality management, with emphasis on the necessity of making decisions based on facts, and preparing the organization’s employees at various levels to work in a team spirit. This is consistent with the study of Radi [15] that the total quality management leadership reinforces the principle of leadership without fear by creating an environment that encourages employees, appreciates their achievements, helps them agree to greater successes, and deepens their positive self-esteem.

This is also confirmed by Qeshta and Nasrallah [1] that leadership appropriate to the approach to total quality adopts the leadership style appropriate to the approach to total quality management, which is the style that works in a team spirit and strives to provide and support a climate in which coordinated teamwork prevails. It is also concerned with the human element, processes, and the structural aspect of the organization. A successful leader is one who believes that instilling positive values in relationships is something that will achieve team spirit and maximize the interests of both the individual and the organization.

The results of the study of Amin [14] also confirmed the necessity of having effective leadership within sports institutions capable of achieving the concept of comprehensive quality management in terms of paying attention to the human aspects and personal needs of employees, encouraging innovation and development in methods of implementing work, as well as paying attention to the proposals issued by employees and implementers in the same time. While Al-Malous [13] believes that the success of applying the philosophy of total quality management in Libyan sports institutions requires an administrative style that works instead of effort to create an appropriate organizational environment for its employees, following a unified, clear and fair policy, selecting officials on the basis of competence and effectiveness, and choosing the appropriate leadership style in achieving the institution's goals. Sports activities include planning activities and programs and selecting officials on the basis of efficiency and effectiveness.

Finally, Qeshta and Nasrallah [1] added that defining criteria through which to determine how to choose effective leadership within sports institutions, as one of the most important reasons for the decline in the level of Libyan sports and the decline in performance in all mathematics is the lack of appropriate choice, as the appropriate choice in developing and preparing programs and achieving the goals of the institutions Sports as required.

CONCLUSIONS

This study led to the following conclusions:

1. There is agreement between the responses of the research sample members regarding the first axis of the study titled "the extent of officials' awareness of the concept and philosophy of comprehensive quality in Premier League clubs". The overall average for the axis was 2.56, which is an average from the third category of the three-way Likert scale.
2. The results of Chi-square test to study the differences between the frequencies of responses of members of the research sample showed that there are statistically significant differences ($\alpha < 0.05$) in all statements of the first axis titled "the extent of officials' awareness of the concept and philosophy of comprehensive quality in Premier League clubs" and in favor of the most frequent response.
3. There is agreement between the responses of the research sample members regarding the second axis of this study titled "the extent to which senior management in the Premier League clubs is centered around the beneficiaries to achieve their needs, desires and expectations". The general average for this axis was 2.50 and this category indicates a relative importance of 83.3% on the total statements of the second axis.
4. The results of Chi-square test to study the differences between the frequencies of responses of the research sample members showed that there were statistically

significant differences ($\alpha < 0.05$) in all the statements of the second axis cited above and in favor of the most frequent response,

5. There is agreement between the responses of the research sample members regarding the third axis of this study titled "the style of administrative leadership that must be implemented in sports clubs in Libya". The overall average for the axis was 2.64, which is an average from the third category of the three-way Likert scale. This category indicates a relative importance of 88% over the total statements of the third axis.
6. The results related to the Chi-square test to study the differences between the frequencies of responses of individuals in the research sample, showed that there are statistically significant ($\alpha < 0.05$) differences in all the statements of the third axis and in favor of the most frequent response.

Recommendations

In light of the research objectives and the conclusions reached, the following conclusions can be presented:

1. The necessity of using the requirements of comprehensive quality principles in sports clubs in order to develop their administrative work.
2. Work to distribute administrative work and administrative tasks within sports clubs for administrators according to scientific specialization and administrative experience.
3. The necessity of making plans on scientific and practical foundations to choose the appropriate administrative leader to fill committees within sports clubs.
4. The necessity of emphasizing the method of teamwork between the various committees and consolidating the values and principles of comprehensive quality among officials.
5. The necessity of developing a system to evaluate administrative work within Premier League clubs with objective principles consistent with the requirements of applying comprehensive quality principles in the sports field.
6. The necessity of continuous work between the committees working directly with the beneficiaries to identify their needs and desires and work to meet them.
7. Requesting the responsible authorities to establish a special center for comprehensive quality in the sports field for continuous development and improvement.
8. Requesting the Ministry of Sports and the Libyan Olympic Committee to prepare a proposal through which support will be distributed and incentives will be granted according to the excellence of sports clubs in administrative work.

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