



A proposed scenario for the advancement of sports clubs in light of the requirements of one of the modern scientific methods in sports management

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Abstract :

The research aims to develop a proposed scenario for the advancement of sports clubs in light of the requirements of the Sigma 6 method, through the availability of the requirements of applying the Sigma 6 method in sports clubs, and the researcher used the descriptive approach to suit the nature and objectives of the research. The researcher also used the questionnaire as a tool to collect data, and the research community included (190) members of the board of directors, the executive director, managers of sports activities for (8) sports clubs, which are the clubs that participate in competitions of one of the sports federations at the first or second-degree level. At least, the most organic, it has several establishments. The sample was chosen randomly from the research community, and the number of the sample reached (84) individuals, in contrast to the exploratory sample, which amounted to (20) individuals from the research community and outside the basic research sample, and the most important results reached by the researcher were: - The application Sigma 6 method requirements have been reached in sports clubs, which included (support and contribution of senior management - training - focus on beneficiaries - information systems - financial capabilities - cooperation). The researcher also reached a proposed scenario for the advancement of sports clubs in light of the requirements of the Sigma 6 method.

Key words / Sigma 6 method - sports clubs

Introduction:

Service institutions play an important role in the development process in society, which requires attention to them and work to improve their performance through the use of modern administrative methods, including the Sigma 6 method, to be able to achieve this by achieving the goals for which they were found and to face the continuous and rapid environmental changes and adapt to them.

And the use of modern scientific methods in sports management works to achieve global sporting levels. Reliance on material and human capabilities only were not sufficient to achieve sporting achievements. Scientific research and studies in the field of mathematics and the use of modern scientific methods and means have had a great impact in achieving breakthroughs in global levels and numbers in this field.

One of the most important developments that emerged within the concepts of Total Quality Management is the so-called Sigma 6 method, which is a natural extension of quality efforts. Therefore, Sigma 6 method is an initiative to develop quality as it works to link the highest quality with the lowest costs, and it is used to reduce the possibility of errors. (18: 4)

The Sigma 6 method is an integrated management system with a high degree of structure to improve the activities of various operations, as it represents an administrative organization that provides leaders with the methods and analytical tools necessary to solve problems and bring the process to the highest level of quality. And Sigma 6 method is a system that combines effective leadership with employee participation and their energies, also, that, the advantages of the Sigma 6 method are not limited to increasing profits, but employees at all administrative levels in companies that apply Sigma 6 method find that working to gain the satisfaction of the beneficiaries of the service, clarity of performance processes and setting measurements Accurate and developing tools make their work more effective and tender in both material and moral terms. (5:66)

The Sigma 6 method does not represent a program or specific formal areas, but rather a business philosophy and culture that can be shared with customers and beneficiaries of the services provided and workers. Therefore, most companies and institutions adopt this method as it achieves an acceptable advantage in focusing on the beneficiary of the service, getting rid of formulas, increasing the quality levels of services provided, and creating professional opportunities for workers, and therefore it is based on achieving a basic goal is to improve the performance of operations. This new concept includes monitoring, measuring, and improving the capacity of operations to build products or provide services that are free from all kinds of defects. (9:33)

Antony (2004) indicates that the application of the Sigma 6 method needs an information system to receive and transmit information to be used in effective decision-making in the organization and to complete the Sigma 6 method programs.

- Supporting data collected from operations.
- Easy access to the database and information related to Sigma 6 projects and programs.
- Providing a system for differentiation between the Sigma 6 method programs.
- Providing direct contact with Sigma 6 method trainers. (17: 5)

Research problem:

And through the researcher's work, his contact with the field and administrative work in some sports clubs, and his conducting some initial and unregulated personal interviews with several members of boards of directors, administrators, and coaches. The researcher noted that there are many problems and difficulties experienced by sports clubs that may lead to the failure to achieve the desired goals, and the presence of many weaknesses in the management style such as severe centralization and adherence to the letter of the rules, regulations, control, and evaluation without allowing amending and correcting the course, and the inability to bear the financial burdens associated with the multiple activities within the club, and the beneficiaries' dissatisfaction with the services provided to them at the club. The spatial dimension of these clubs also represents a major problem due to the increase in the financial needs necessary for the transfers of sports teams, as well as the inability of the current administrative structure to achieve the desired goals and the shortcomings in using modern information technology in providing services and storing data. The researcher attributes to the fear of higher management (boards of directors) and workers in sports clubs adopting modern administrative concepts and methods in the field of management that work to continuously develop and improve work in these clubs, and the researcher considers the need to apply and use modern administrative methods such as the Sigma 6 method, which in turn works on continuous development and improvement. The programs and plans for sports clubs to reach quality and achieve the beneficiaries' satisfaction from the services provided by these clubs, which in turn leads to the advancement of the administrative, technical and financial aspects of sports clubs, which in turn works on the ability to cover part of their expenses to contribute to the processes of development and improvement. This is what was indicated by the results of the study of Omar Nasrallah Qeshta (2018) (11) and the study of Rashad Yasser Abd al-Raziq (2015) (6), which confirmed their results on focusing on the principle of beneficiaries' satisfaction, achieving the requirements of continuous training for club workers, and providing the requirements of the effective communication process And the continuous improvement in sports clubs

Therefore, this research seeks to establish a culture of the Six Sigma method and to develop an integrated framework to provide the appropriate conditions for the successful and effective application of this method, because of its importance in achieving the beneficiaries' satisfaction with sports clubs.

This is what prompted the researcher to conduct this study as an attempt to develop a proposed scenario for the advancement of sports clubs in the light of the Sigma method, which will have a clear effect on bringing sports clubs to the ranks of organizations that are administrative, technically and financially distinguished.

Research goal:

The research aims to develop a proposed scenario for the advancement of sports clubs in light of the requirements of the Sigma 6 method, through:

- Identifying the availability of the requirements for applying the Sigma 6 method in sports clubs.

The research questions:

1- What are the requirements for applying the Sigma 6 method in sports clubs?

2- What is the proposed scenario for the advancement of sports clubs in light of the requirements of the Sigma 6 method?

Research plan and procedures:

Research Method:

The researcher used the descriptive approach (survey studies) due to its relevance to the nature of the research.

Research Community and Sample:

The research community is represented by (190) members of the board of directors, the executive director, managers of sports activities for (8) sports clubs, which are clubs that participate in competitions of one of the sports federations at the level of first or second degree at least, the most membership The sample was selected randomly from the research community. The number of the sample amounted to (84) individuals, in addition to the exploratory sample that amounted to (20) individuals from the research community and outside the basic research sample, and table (1) shows the following: -

, And Table (1) illustrates the description of the research sample.

Table (1)
Characterization of the research sample

Sample Characterization	Sample size	Legalization sample	The study sample	%
Board of Directors	64	12	52	81.25 %
Executives and sport activity managers	40	8	32	% 80
Total	104	20	84	80.63 %

It is clear from Table (1) that the total sample amounted to (104) individuals, of whom (84) individuals were the study sample, in addition to the exploratory sample that amounted to (20) individuals, the rationing sample, from the research community and outside the basic research sample.

The pilot study:

The researcher applied the questionnaire form on a sample consisting of (20) individuals from the research community and from outside the basic research sample, to ensure the appropriateness and clarity of the phrases for the sample to which the questionnaire is applied. The results of the pilot study showed that the questionnaire was appropriate in terms of wording and the language used, and no comments appeared suggesting ambiguity or lack of understanding.

Statistical treatments:

To answer the study's questions, the statistical treatment of the data was carried out using the Statistical Package for Social Sciences (SPSS) program, and the researcher used the following statistical methods:

-Frequency distribution. - Standard deviation - percentages. -Relative weights.

Alpha Cronbach – SMA - The Pearson Correlation

The researcher has satisfied a significance level (0.01) for accepting and interpreting the results.

Presentation and discussion of the results:

To achieve the objectives of the research and to answer his questions, and within the limits of the data that the researcher has reached through statistical analysis, the researcher will try to present the results, interpret and discuss them.

The first question:

What are the requirements for applying the Sigma 6 method in sports clubs?

To answer the first question, the researcher applied the questionnaire form to the research sample (84) individuals, to identify the availability of the requirements for applying the Sigma 6 method in sports clubs:

The first axis: support and contribution of senior management

Table (2)

The estimated score and the percentage of opinions of the research sample on the axis of support and contribution of senior management (n = 84)

No	Statements	Degree	%
1	The top management has the seriousness and enthusiasm in discarding the old methods and searching for new advanced methods.	306	72.85 %
2	Senior management is ready to motivate employees financially and morally.	248	59.04 %
3	Senior management is willing to provide the facilities, time, and tools to use improvement and development programs.	260	61.90 %
4	Senior management is willing to support improvement and development programs.	312	74.28 %
5	Employees are allowed to participate in performance improvement efforts.	288	68.57 %
6	The top management has a clear strategic plan for development and improvement processes.	248	59.04 %
	Axis Total	1662	65.95 %

It is clear from Table (2) that the percentage of responses for the research sample in the statements of the first axis, support and contribution of senior management, ranged between (59.04: 74.28%), while the percentage of the total of the axis was (65.95%).

It is also clear from Table (2) in the axis of support and contribution of senior management that statement No (4, 1) has obtained a percentage (74.28%), (72.85%), which is the highest percentage in the axis, which indicates that the top management has the readiness. To support improvement and development programs, the top management has the seriousness and enthusiasm in discarding old methods and searching for new advanced methods.

The researcher attributes that to the higher management in sports clubs ready to develop and improve the work of the clubs and has enthusiasm and seriousness in abandoning old methods and beliefs, which leads to reaching the degree of excellence in the processes of development and improvement and access to quality service to obtain the satisfaction of the beneficiaries of the services of those clubs. This is in agreement with

the study of "Ali Ahmed Al-Asiri" (2009) (8), whose results indicated the seriousness and enthusiasm of senior management in getting rid of old methods and searching for new and advanced methods that lead to access to quality processes.

The research sample also agreed on phrases No (5, 3, 2, and 6) in the order that: -

To some extent, employees are allowed to participate in efforts to improve and develop performance.

Top management is somewhat willing to provide the facilities, time, and tools for using improvement and development programs.

- The top management has to some extent the will to motivate workers financially and morally.

To some extent, there is a clear strategic plan for senior management for development and improvement processes.

The researcher believes, in light of the results of the study, senior management should allow employees to participate in efforts to improve and develop performance. Senior management must also be prepared to provide the facilities, time, and tools to use improvement and development programs. Also, a clear strategic plan must be drawn up for the development and improvement of sports clubs that will help in reaching the application of the Sigma 6 method in these clubs to reach the ranks of the distinguished organizations. This is consistent with the study of "Khalid Hussain Al-Asiri" (2010) (4) and the study of "Hakeem Khank, Obaidullah" (2005) (19), and the study of "Antony" (2003 AD) (14), whose results indicated that the enthusiasm and support of senior management and their willingness to support the various programs of the Sigma 6 method are among the most important elements that help in implementing the Sigma 6 method.

The second axis: Training

Table (3)

Estimated score and percentage of research sample opinions on the training focus (n = 84)

N o	Statements	Degree	%
1	The senior management has the readiness to train employees on the Sigma 6 method.	300	71.42 %
2	Training methods are being developed to help get the work done better.	280	66.66 %
3	Training provides an opportunity for workers to develop themselves and improve their careers.	260	61.90 %
4	Qualified trainers are provided to train on-the-job workers.	272	64.76 %
5	Training programs have a direct relationship to the nature of work.	282	67.14 %
6	Staff is trained on methods to improve the quality of performance.	288	68.57 %
	Axis Total	168 2	66.74 %

It is clear from Table (3) that the percentage of responses for the research sample in the phrases of the second axis of training ranged between (61.90: 71.42%), while the percentage of the total axis was (66.74%).

It is also evident from Table (3) in the training axis that statement No (1) has obtained a percentage (71.42%), which is the highest percentage in the axis, which indicates that the senior management has a willingness to train employees on the Sigma 6 method.

The researcher attributes this result to the senior management's conviction in sports clubs in Aswan of the importance of training employees on the Sigma 6 method, which will have a clear effect on raising the level of clubs in all administrative, technical and financial fields, and this is consistent with the results of Samar Khalil Ibrahim's study (2011) (7) which its results indicated that senior management is ready to train employees and managers on Six Sigma programs and tools.

The research sample also agreed on phrases No (6, 5, 2, 4, and 3) in the order that: -

To some extent, employees are trained on methods of improving the quality of performance.

Training programs have a direct relationship to some extent with the nature of work.

Training methods are being developed to some extent to help get the job done better.

To some extent, qualified trainers are provided to train workers on the job.

Training provides, to some extent, an opportunity for workers to develop themselves and improve their level of employment.

In light of the results of the study, the researcher believes that workers must be trained on methods to improve the quality of performance, and the higher management in sports clubs must quickly provide qualified trainers to train workers in charge of working in sports clubs, which will help to do the work better and obtain the satisfaction of the beneficiaries. Among the services provided by sports clubs, and this result is in agreement with the results of the study "Amal Salama Shaman" (2005) (3), which confirms that the application of Six Sigma in the educational field requires the presence of cadres for training with a high degree of perfection, as indicated, However, training is an important factor in the successful progress and development of Six Sigma programs, and the study of "Ali Ahmed Al-Asiri" () (8), which made it clear that training methods must be developed to help in doing the work better, as well as that training programs for employees in the emirate of the region Asir, has a direct relationship to the nature of work.

The third axis: Focus on the beneficiaries

Table (4)

Estimated score and percentage of research sample opinions in the focus on beneficiaries (n = 84)

No	Statements	Degree	%
1	There is a database of the beneficiaries of all activities and services provided by the club.	252	%60
2	The club performs its role to the fullest in serving the community members of the beneficiaries.	294	%70
3	There are competition programs, activities, and programs for beneficiaries with special capabilities.	270	64.28 %
4	Beneficiaries 'data are used to set principles to guide performance and to work towards achieving beneficiaries' satisfaction.	258	61.42 %
5	The club management is keen to achieve the beneficiaries' satisfaction with the implemented activity plan.	306	72.85 %
	Axis Total	1380	65.71 %

Table (4) shows that the percentage of responses for the research sample in the phrases of the third axis, focusing on the beneficiaries, ranged between (60: 72.85%), while the percentage of the total axis was (65.71%).

It is also evident from Table (4) in the focus on beneficiaries axis that statement No. (5, 2) has obtained a

percentage (72.85%), (70%) which is the highest percentage in the axis, which indicates that the club management is keen to achieve The beneficiaries' satisfaction with the implemented activity plan, and the club also plays its role fully towards serving the community members of the beneficiaries and the players.

The researcher attributes this result to the management of clubs' boards of directors and their employees seeking to meet the needs and requirements of customers as a requirement for the application of Six Sigma, and works to achieve the satisfaction of the beneficiaries of the services of sports clubs and puts the satisfaction of the beneficiaries in its priorities. This is in agreement with the results of the study of Samar Khalil Ibrahim (2011) (7), the results of which clarified the higher management's assertion that excellence in serving the beneficiaries (Al-Mardi) is one of its most important goals, and the results of Muhammad Saleh Al-Zahrani (2010) (15) study, whose results indicated the importance of focus I have to meet the needs and requirements of customers as a requirement to implement Six Sigma.

The research sample also agreed on phrases No (3, 4, 1) in the order that: -

To some extent, there are competition programs, activities, and programs for beneficiaries with special needs.

Beneficiaries' data are used to some extent to set principles to guide performance and to work towards achieving beneficiaries' satisfaction.

To some extent, there is a database of beneficiaries of all activities and services provided by the club.

In the light of the results of the study, the researcher believes that attention must be paid to organizing activities and competitions for people with special abilities because they are an essential part of society that must be paid attention to and obtain their satisfaction, so that there is no reluctance to serve clubs by them because they are a national wealth, and this is one of the basic principles of Sigma 6 method. This is consistent with the results of the Amal Salama Shaman study (2005) (3), which showed that focusing on customers is one of the main principles of SIGMA Six, which builds its philosophy on the needs, desires, and trends of customers to obtain their satisfaction.

Fourth Axis: Information Systems

Table (5)

The estimated score and percentage of the research sample's opinions on the information systems axis (n = 84)

No	Statements	Degree	%
1	There is a continuous review of the information systems to correct errors.	302	71.90 %
2	Online communication with coaches to improve the quality of performance is available online.	274	65.23 %
3	There is a robust and sophisticated information infrastructure associated with the club.	268	63.80 %
4	Databases are available to aid in making decisions.	292	69.52 %
5	The work in the club is accomplished by using modern technological means.	274	65.23 %
	Axis Total	1410	67.14 %

It is clear from Table (5) that the percentage of responses for the research sample in the statements of the fourth axis of information systems ranged between (63.80: 71.90%), while the percentage of the total axis was

(67.14%).

It is also evident from Table (5) in the information systems axis that statement No. (1) got a percentage (71.90%), which is the highest percentage in the axis. There is a continuous review of the information systems to correct errors, which indicates the club's management's keenness to continuously review the systems information to correct errors.

The researcher attributes this result to the sports club management striving to achieve quality in its services and operations, as well as seeking to adopt and implement the Sigma 6 method in sports clubs. This is in agreement with the study of "Khaled Hussein Al-Asiri" (2010) (4) and the study of "Hakeem Khank, Obaidullah" (2005) (19), and the study of "Antony" (2003) (17), whose results indicated that Hamas The support of the senior management and its readiness to support the various programs of the Sigma 6 method is one of the most important elements that help in implementing the Sigma 6 method.

The research sample also agreed on phrases No (4, 2, 5, and 3) in the order that: -

To some extent, there are databases available that help in making decisions.

Online contact with coaches to improve the quality of performance is available to some extent.

The work in the club is done to some extent by the use of modern technological means.

There is a fairly robust and sophisticated information infrastructure associated with the club.

In light of the results of the study, the researcher believes that modern and appropriate information systems must be available to apply the Sigma method in sports clubs, which means reception, organization, and assistance in making effective decisions for clubs. This is in agreement with the results of the study of Muhammad Saleh Al-Zahrani (2010) (15), whose results indicated that the provision of modern equipment and techniques necessary for the services provided to speed up the completion of work is one of the requirements for implementing Six Sigma in the club.

Fifth Axis: Financial potential

Table (6)

Estimated score and percentage of research sample opinions on the Financial Potential Axis (n = 84)

No	Statements	Degree	%
1	An information system is available that allows easy measurement and evaluation of club performance.	242	57.61 %
2	Financial support is available to give incentives when Six Sigma team members arrive at solving problems and achieving desired goals.	272	64.76 %
3	Modern equipment and technologies are available to speed up the work.	264	62.85 %
4	Financial support is provided for the use of external experts to assist in the Six Sigma application process at the club.	242	57.61 %
5	The financial capabilities to use the Sigma 6 method are available at the club.	242	57.61 %
	Axis Total	1262	60.09 %

Table (6) shows that the percentage of responses for the research sample in the statements of the fifth axis, the financial potential, ranged between (57.61: 64.76%), while the percentage of the total axis was (60.09%).

As shown in Table (6) in the axis of financial capabilities, the following: -

The research sample agreed on phrases No (2, 3, 1, 4, and 5) in the order that: -

- To some extent, financial support is provided to give incentives when Six Sigma team members reach out to solve problems and achieve desired goals.

Modern equipment and technologies are available to some extent to speed the completion of work.

To some extent, there is an information system available that allows easy measurement and evaluation of the club's performance.

- To some extent, financial support is provided for the use of external experts to assist in the Six Sigma application process at the club.

- The financial means are available to some extent to use the Sigma 6 method in the club.

In light of the results of the study, the researcher believes that there is to some extent an axis of financial capabilities in sports clubs. Therefore, the researcher sees the need to provide financial support for sports clubs by the ministry and encourage those in charge of managing work in sports clubs to invest in sports facilities in them to activate the sources of self-financing in those clubs. This is consistent with the results of the study "Muhammad Saleh Al-Zahrani" (2010) (15) and the study of "Khaled Hussein Al-Asiri" (2010) (4) whose results indicated that the necessary material resources must be provided. It also agreed with the results of the study "Ali Ahmed Al-Asiri" (2009) (8), which indicated that the necessary modern technologies must be provided to raise the level of performance and accomplish work.

Sixth Axis: Cooperation

Table (7)

Estimated score and percentage of research sample opinions on the Collaboration Axis (n = 84)

N o	Statements	Degree	%
1	There is a coordination of the roles of the club's employees.	302	71.90 %
2	There is a spirit of competition between the employees, which achieves creativity in the work within the club.	298	70.95 %
3	The club's personnel participate in the preparation and implementation of plans, programs, and activities.	260	61.90 %
4	New ideas are exchanged between club employees and their colleagues in other clubs to develop work.	270	64.28 %
5	There is satisfaction in dealing between employees and their heads of clubs.	284	67.61 %
6	There is constant communication between the superiors and subordinates of the club.	264	62.85 %
	Axis Total	1678	66.58 %

Table (7) shows that the percentage of responses from the research sample in the terms of the sixth axis of cooperation ranged between (62.85: 71.90%), while the percentage of the total axis was (66.58%).

It is also evident from Table (7) in the Financial Capabilities Axis that the statement (1 and 2) has obtained (71.90%), (70.95%), which is the highest percentage in the Axis, which indicates that there is the coordination of the roles of employees in the club. There is also a spirit of competition between employees, which achieves creativity at work within the club.

The researcher attributes this to the fact that the sports club's administration seeks to distribute the specializations and responsibilities among the employees. It also makes competition between workers very important to reach the maximum levels of creativity in working within the sports clubs, due to the non-occurrence of randomness at work, which works to achieve the desired goals of these clubs.

The research sample also agreed on phrases No. (5, 4, 6, and 3) in the order that: -

- There is, to some extent, satisfaction in the dealings between employees and their heads of clubs.

To some extent, new ideas are exchanged between club employees and their colleagues in other clubs to develop work.

- There is, to some extent, continuous communication between the heads and subordinates of the club.

The employees of the club participate to some extent in the preparation and implementation of plans, programs, and activities.

In light of the results of the study, the researcher believes that it is necessary to encourage the boards of directors of sports clubs workers to exchange new ideas and information between employees of clubs and other clubs to find out the developments that occur at the head of work in sports clubs. As well as activating the participation of employees in developing and implementing plans, activities, and programs, which will have a clear impact on the success of the administrative work in these clubs. This is consistent with the results of the study "Ali Ahmed Al-Asiri" (2009 AD) (8), which emphasized the necessity of exchanging new information between workers to develop work.

The second question:

What is the proposed scenario for the advancement of sports clubs in light of the requirements of the Sigma 6 method?

The researcher developed this scenario in light of the results of the current study through the requirements of applying the Sigma 6 method in sports clubs.

Presentation of the proposed scenario for the advancement of sports clubs in light of the requirements of the Sigma 6 method: -

1- See the proposed scenario:

The proposed scenario seeks to develop the administrative work system within sports clubs, by developing a proposed scenario that increases the effectiveness of administrative decisions taken within those clubs and the participation of all employees in those clubs in making decisions and participating in developing plans and programs, which in turn is reflected in the improvement of the level of employees and methods Providing services with the required speed and efficiency.

2- The proposed scenario message: -

Preparing and qualifying the employees of the sports clubs and providing them with all the knowledge and skills necessary to manage the programs and activities while ensuring the continuous development of the performance of individuals and departments, whether in terms of technical or administrative aspects.

3- Philosophy of the proposed scenario:

The features of the proposed scenario are determined by:

- The need for the conviction and adoption of the senior management (boards of directors) in sports clubs of the philosophy of Sigma 6 method as a modern administrative direction in sports management, where the senior management in clubs decides to adopt the Sigma 6 method as a modern administrative policy in sports clubs and the senior management must transfer this conviction to all administrative levels in the clubs of administrators and workers. From this standpoint, senior managers, employees, and coaches of the clubs begin to receive specialized training programs on the concept of the Sigma 6 method, its importance, and requirements for its application in those clubs, and the principles on which this modern method is based.

- Developing the internal work environment for managing clubs in a manner that achieves the beneficiaries' satisfaction, thus achieving the goals in general, as well as the work environment and the culture of club employees must be created with the interest of the senior management in preparing and preparing the employees of the clubs at various levels to understand and accept the Sigma 6 method and to be convinced of it, and the management must provide resources and facilities Materiality required to apply this method.

- Top management bears the responsibility of providing training to all individuals, directing them and assisting them in using modern technologies, machines, and raw materials to perform their work well, removing obstacles between superiors and subordinates, raising the efficiency of services, developing, improving, and coordinating work that increases cooperation between groups and individuals.

- The participation of workers and teamwork is everyone's responsibility, and administrators, workers, and coaches must bear the responsibility for improvement and development within their clubs, and they must participate in decision-making, spreading the culture of Six Sigma, preparing an integrated information system and gaining the satisfaction of the beneficiaries who are players and pioneers.

4- The objective of the proposed scenario: -

The proposed scenario for the advancement of sports clubs in light of the requirements of the Sigma 6 method aims to: -

Rehabilitation and preparation of a generation of workers in sports clubs who have a leadership personality and a distinct mental capacity capable of adopting and applying everything modern in the field of management.

- Upgrading the level of workers psychologically, skillfully, and technically to achieve progress and advancement within the clubs.

- Trying to conduct continuous training courses for employees to learn how to apply the Sigma 6 method in clubs.

- Achieving continuous improvement and development in all technical, administrative, and financial aspects, and working to evaluate performance and results on an ongoing basis and work to develop them.

- The need for beneficiaries to feel satisfied with the services provided by the management of sports clubs.

- Creating effective and direct channels and means of communication between clubs and some of them and between the beneficiaries so that individuals can easily obtain the information and facts they need.

5- Mechanisms for implementing the proposed scenario:

Several stages must be implemented to implement the proposed scenario, as follows:

A- Preparation and preparation stage:

This stage includes the introduction, dissemination, and presentation of new ideas by creating the appropriate climate to accept the ideas of renewal. This step necessarily requires the upper management to be aware of these modern ideas and principles while ensuring support and endorsement by heads and those in charge of implementing administrative policies, and receiving specialized training programs on the concept of the Sigma 6 method and its importance, how to apply its requirements and the principles on which it is based, and spreading the culture of Sigma 6 method. To complete this stage, the following necessary steps or tasks must be followed:

- Defining the management policy, which must provide for the identification and fulfillment of the needs and desires of the beneficiaries by studying their characteristics and the environmental factors surrounding them, and this policy must include the need to confirm the participation of club employees by allowing them to present their suggestions and opinions and participate in decision-making.

- Study the extent of the need to apply the Sigma 6 method and the technical and moral return to the beneficiaries when it is applied in a good way.

- That the executives receive training on the basic concepts and principles of applying the Sigma 6 method and how to communicate these principles to employees and beneficiaries.

Providing the necessary resources for the implementation, whether human or material and allocating a large amount of them to complete part of the stage of implementing the Sigma 6 method.

B- The planning stage:

This stage aims to draw future lines of sports club performance by following the following-:

- That the available material and human capabilities are commensurate with the work in clubs.

- To set standards that clarify the extent of achieving the objectives, and to be amended in the light of those who have been verified.

Arranging the goals according to their priorities and interests, which are more focused and influential on improving the quality of the club's employees' performance.

- Developing a written plan to implement and implement the Sigma 6 method in light of the previously set goals, provided that this plan is discussed carefully and accurately, and the stages of its implementation, the dates for the start of implementation, and those responsible for implementation and follow-up, are defined.

C- Training phase:

At this stage, all employees of the sports clubs are trained to implement the training on the latest training methods related to the Sigma 6 method and how to apply it according to the set time programs and implement them to work on developing the capabilities of workers and their participation in developing the necessary proposals to solve the problems that may face the proposed scenario and work on their occurrence in the future.

D- Implementation phase:

After carrying out the previous stages, the implementation stage comes, which is the important stage for translating the above into practical reality and falls on the shoulders of club management (boards of directors - workers) to implement the above and develop plans and programs in light of the available material and human capabilities to ensure the achievement and success of applying the Sigma 6 method in sports clubs.

E- The follow-up and evaluation phase:

This stage aims to ensure the continued implementation of the Sigma 6 method in sports clubs to achieve quality and support efforts to achieve continuous improvement and development, through continuous evaluation and follow-up before, during, and after the implementation of Sigma Six, which aims to achieve the quality of services provided by clubs to the beneficiaries of their services (players) - And the pioneers) and working to provide the opportunity for administrators and coaches in the clubs to attend training programs aimed at developing their capabilities and technical and administrative skills to benefit from them in providing services to the beneficiaries in a better way, working to attract beneficiaries for the services provided by the clubs. Also, during this stage, the extent to which the desires and needs of the beneficiaries are met from the services provided to them.

6- Safeguards for the proposed scenario:

To achieve this scenario, a set of basic guarantees is required by the clubs' senior management, and these guarantees are as follows:

-Participation of club employees (administrators - coaches) in setting goals and plans for the needs of the beneficiaries.

- Working to prepare a database of beneficiaries (players - pioneers) in all activities and services provided in the clubs.

-Preparing special courses to inform the beneficiaries of the club's services and all that is new and to achieve competitive management standards.

-Holding training courses and seminars for workers in sports clubs (administrators - coaches) to train them on the application of the Sigma 6 method that achieves quality performance for them.

- Seeking the help of some external academic experts in the field of sports management to benefit from them in establishing the principles of Six Sigma and to assist in its application within clubs.

- Clubs management holding seminars, conferences and training courses for workers to inform them of technological developments and train them on how to benefit from them.

-Providing a general atmosphere within the clubs that prevails with confidence, cooperation, stability, reassurance, constant follow-up, good relations, adherence to the system, and the performance of duties.

-Providing the necessary funding for training, introducing modern technologies, and holding seminars to raise awareness of the importance of this administrative method, and to support the research that is conducted on the Sigma 6 method.

Conclusions:

Through presenting and discussing the results, the researcher concluded the following:

First: About the first axis (support and contribution of senior management):

- The top management has the seriousness and enthusiasm in getting rid of old methods and searching for new advanced methods

To some extent, employees are allowed to participate in efforts to improve and develop performance.

To some extent, there is a clear strategic plan for senior management for development and improvement processes.

Second: Regarding the second axis (training):

The senior management has the readiness to train employees on the Sigma 6 method.

To some extent, employees are trained on methods of improving the quality of performance.

Training methods are being developed to some extent to help get the job done better.

Third: About the third axis (focus on beneficiaries):

- The club performs its role to the fullest in serving the community members from among the beneficiaries.

- The club management is keen to achieve the beneficiaries' satisfaction with the implemented activity plan.

To some extent, there are competition programs, activities, and programs for beneficiaries with special needs.

Fourth: Regarding the fourth axis (information systems):

- There is a continuous review of the information systems to correct errors.

To some extent, there are databases available that help in making decisions.

The work in the club is done to some extent by the use of modern technological means.

Fifth: About the fifth axis (financial capabilities):

Modern equipment and technologies are available to some extent to get the work done.

To some extent, there is an information system available that allows easy measurement and evaluation of the club's performance.

- To some extent, financial support is provided for the use of external experts to assist in the Six Sigma application process at the club.

Sixth: About the sixth axis (cooperation):

- There is, to some extent, continuous communication between the heads and subordinates of the club.

The employees of the club participate to some extent in the preparation and implementation of plans, programs, and activities.

- There is the coordination of the roles of the club's employees.

Conclusions of the proposed scenario for the advancement of sports clubs in light of the requirements of the Sigma 6 method:

The researcher came up with the proposed scenario for the advancement of sports clubs in light of the Sigma 6 method, in light of the results of the current study through its diagnosis of the requirements for the application of the Sigma 6 method and its availability in sports clubs.

Recommendations:

In light of the results of this study, the researcher recommends the following:

- The necessity to apply the proposed scenario for the Sigma 6 method in sports clubs, as it will have a positive impact on the processes of continuous improvement and development and access to the quality of services provided in sports clubs.

- The senior management finds a mechanism and administrative and technical methods that contribute to the implementation of the Sigma 6 method processes related to the proposed scenario.

- Working to find organizational elements that will help in applying the Sigma 6 method in sports clubs.

- Preparing more scientific studies and research related to the Sigma 6 method as a modern management trend, and using the results of those studies to develop performance in the mathematical field.

- Applying such a study to other institutions such as Egyptian universities in general and colleges of physical

education in particular.

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