

The Role of the Six Sigma Approach in Controlling the Quality of Internal Auditing in sports clubs

DR/ Ahmed Abdel Fattah Ahmed

DR/ Nayef Hanif Al Qahtani

Introduction Research:

In the 1980s TQM was very common and focused on program development. The slowdown in this approach began especially in the 20th century and the beginning of the twenty-first century. The world witnessed great challenges in the context of globalization and rapid technological change and the great competition between organizations of all kinds, All of these challenges expose the organizations to greater openness, innovation and development with the aim of constantly improving the quality of services and products, reducing costs and gaining customer satisfaction. Therefore, the development of TQM, Six Sigma is a method that helps organizations achieves high standards of quality using statistical tools and techniques. Sigma Six is a methodology adopted by organizations in terms of their core processes and structure. This approach monitors performance, activities and

business. In order to achieve an advanced degree of overall quality in which the loss is reduced and the chances of defect are reduced. The more complex the product, the greater the likelihood of the appearance of defects at the same time, so Six Sigma approach is practical in such cases to meet the need of customers For (Naimi, 2007: 1)

Six Sigma is defined as a scientific methodology for continuous improvement that is applied through five specific stages of organized work. Each phase is carried out by a set of activities. These stages begin with Define, followed by Measurement, followed by Analyze; The five steps are summarized in DMAIC, the first letters of the English words that express these stages. Therefore, it is a targeted methodology, supported and supported by data and information, built on the analysis of customer demands and needs, aimed at satisfying customers from E The

reduction of defects and try to avoid them, and reduce errors and work to avoid them, both in production processes or services (Shanawani, 16: 2011)

Six Sigma application stages:

Six Sigma approach is applied through five stages of the group in the so-called DMAIC model, which is an abbreviation of the basic words in the problem solving process. Using this model, the Six Sigma approach was reached. These stages are as follows:

1- The stage of defining or defining the problem is the first step of the Six Sigma approach. The Six Sigma team leader selects the project, sets the initial goals, develops the project criteria or work data, analyzes the poor quality cost of the current process and guesses the new process.

2- Measurement stage: This stage is a very important step in the application of Six Sigma because it requires the collection of data and information for the purpose of understanding the causes of the problem and search for the root causes of this problem and determine the best measures that can be used to determine the nature of the problem and

at this stage The basic components of the system, which include the following:

- Inputs: which enter into the process to be converted to outputs and is a key component of the system that helps to identify the problem?

- Process: includes the activities and tasks that are done to convert inputs into outputs

- Outputs: the final output of the process Output measurement focuses on direct and end-to-end outcomes such as products and services. The results focus on extended impact such as profits and customer satisfaction.

3- analysis phase analysis: At this stage is to identify the causes of the problem and then use the appropriate tools for the purpose of detecting the relationships and causes of this problem and to identify the statistical methods that help in analyzing the causes of the problem and enter the Six Sigma team six sigma at this stage to the depth of the problem and study dimensions In more detail, which may arise from several different sources, as follows:

- Methods which are the methods and techniques used in the work.
- Machinery is the technology used in the work.
- Input materials are data, instructions, and facts and figures.
- The natural environment is the external environment, which consists of social customs and traditions.
- Human resources include people and individuals working in the facility.

4- improvement stage: a stage that includes the treatment of errors and improve performance after the diagnosis of errors and knowledge of the reasons and is the stage of the solution and action and the members of the Six Sigma Six Sigma identify a group of activities that contribute to improving performance and upgrading the level of the establishment through the use of tools The process of finding and identifying possible solutions after determining the basic variables and their impact on the critical characteristics of the quality and then helping the management to change the way of thinking and extract new ideas.

5. The stage of control and control: This last phase begins by ensuring that the improvements will continue for a long period of time and members of the Six Sigma Six Sigma team developed after the scientific tools to help control the process and the specific control tasks that must be implemented by members Six Sigma Team which includes the following:

- Developing a monitoring process to monitor changes in the establishment.
- Develop a plan to deal with problems that may occur.
- Assist senior management to focus their focus on specific measures that provide information on the output of the facility (Lora L. Loethen 2007: 23-35)

Research problem:

In a fast-changing world, it is important to constantly improve performance to help sports organizations, especially sports clubs, to pursue new knowledge and to ensure the survival and continuity of sports clubs as the active forces to serve the sports movement, which requires the researchers to discuss the requirements of management and development

of sports clubs to develop in the light of Quality standards and reconsideration of the sports management processes in these clubs, which is a key axis in the development of sport and promotion at all levels in the light of international quality standards in order to raise the level required for collecting Competitive advantage with international clubs.

The researchers also noted that despite the fact that the sports clubs are huge institutions, they have not achieved their goals in terms of quality management within the clubs and the failure to adopt training courses in how to prepare performance evaluation reports or those who carry out the evaluation. The planning for the development of administrative performance in sports institutions is necessary to In accordance with a rigorous practical methodology, which requires the application of concepts and principles of modern management of the concept of quality in the faculties of physical education and comes in the forefront of the application of the Six Sigma approach.

Search Goal:

The aim of the study is to identify how Six Sigma is committed to the quality of internal auditing in sports clubs by achieving the following objectives:

- 1- Requirements for the management of operations and activities in sports clubs according to Six Sigma standards.
- 2- Requirements for resource development and organizational culture in sports clubs according to Six Sigma.

Search questions:

1. What are the requirements for the management of operations and activities in sports clubs according Six Sigma?
2. What are the requirements for resource development and organizational culture in the sports clubs according to Six Sigma?

Search terms:

Six Sigma Approach Six Sigma:

It is a management methodology used to improve quality, and depends on the success of its application to clarity of roles and responsibilities, and the facilities granted to it to do so. This is due to its importance in

reducing losses and achieving satisfaction of beneficiaries for all operations of the institution. In the success of the Six Sigma methodology."(Lora,2007: 4-5)

Previous studies:

First: Arabic Studies:

1- Study (Al-Rawi, 2011) entitled: Using the six Sigma approach in controlling the quality of internal auditing: a field study on private hospitals that have quality and excellence in the province of Amman " the study aimed at using Six Sigma in controlling the quality of internal auditing in the private hospitals in the governorate of Amman. In order to achieve the objectives of the study, a questionnaire was designed to gather preliminary information from the sample of the study consisting of (67) of the staff of quality and internal audit departments in private hospitals and the winner of the award of quality and excellence in the city of Amman, And Significant impact of Six Sigma standards (compliance and support of senior leadership, inverse, continuous improvement, processes, systems and human resources) on the quality of

internal audit (professional care, internal audit department, field of work, planning and implementation of internal audit,

2- Study (Goda, 2011) entitled: "Availability of Six Sigma Application in Public Hospitals in the Gaza Strip and its Role in Improving the Quality of Health Services from the Point of View of Senior Management". Gaza and its role in improving the quality of health services from the point of view of senior management and to achieve the objectives of this study A special questionnaire was designed to survey the views of the study sample composed of all employees of the senior management category in the government hospitals in Gaza Strip (207) The main requirements are provided for Implementing Six Sigma's approach, such as human, technical, and management requirements, and ensuring that excellence in patient service is one of its most important objectives and its readiness to support Six Sigma application.

Second: Foreign Studies:

1- Aghili - 2009 this study aimed to demonstrate the

relationship between the Six Sigma approach and the local audit by integrating the six Sigma Six stages using the steps of the DAMIC loop, namely, identification, measurement, analysis, recommendation and control with the audit stages. The study concluded that there is a relationship between the Six Sigma method and the internal audit, and that the use of the two inputs together improves the performance of the organizations.

Research Methodology: The researchers used the descriptive approach to suit the nature of the research.

Search Community: The search community is represented in the following categories:

A- Members of the boards of sports clubs.

B- Directors of sports clubs.
 Research Sample: Randomized responses were obtained from the research community as follows:

A- Members of the boards of sports clubs.

B- Directors of sports clubs.
 The research sample consisted of (10) clubs from Cairo governorate, (11) clubs from Giza governorate and (14) clubs from Saudi Arabia

Data collection tools:

Questionnaire form:

The researchers designed a questionnaire form that was presented to experts in the field of sports management and was applied to a survey sample of (25) individuals to identify the validity and consistency of the questionnaire form for distribution to the basic sample of the research number 216.

**Table (1)
 Description of the research sample**

Survey sample	Basic sample	research community
19	186	Board members of sports clubs.
6	30	Directors of sports clubs.
25	216	Total

**Table (2)
of the questionnaire and the number of phrases per axis**

the Axis	Number of Phrases	Axis name
the first	23	Requirements for the management of operations and activities in sports clubs according to Six Sigma standards
The second	24	Requirements for resource development and organizational culture in sports clubs according to Six Sigma standards
Total	47	‡ Axis

Scientific transactions of the questionnaire form:

Honors:

The researchers distributed the questionnaire form to (10) experts in the field of sports management during the period from 1/11/2016 to 1/12/2016. The researcher

agreed to 70% as a percentage of agreement on the axes and expressions of the questionnaire and did not modify or cancel any axes or phrases the questionnaire.

**Table (3)
the arbitrators approved the questionnaire form**

The first Axis						the second Axis					
%	No.	%	No.	%	No.	%	No.	%	No.	%	No.
%١٠٠	١٧	%١٠٠	٩	%١٠٠	١	%١٠٠	١٧	%٨٠	٩	%٧٠	١
%٧٠	١٨	%١٠٠	١٠	%٧٠	٢	%٧٠	١٨	%٩٠	١٠	%١٠٠	٢
%٨٠	١٩	%١٠٠	١١	%٧٠	٣	%٨٠	١٩	%٧٠	١١	%١٠٠	٣
%٧٠	٢٠	%٩٠	١٢	%١٠٠	٤	%١٠٠	٢٠	%٧٠	١٢	%٨٠	٤
%٧٠	٢١	%١٠٠	١٣	%٧٠	٥	%٩٠	٢١	%١٠٠	١٣	%١٠٠	٥
%٩٠	٢٢	%١٠٠	١٤	%٨٠	٦	%٨٠	٢٢	%١٠٠	١٤	%٩٠	٦
%١٠٠	٢٣	%٨٠	١٥	%١٠٠	٧	%١٠٠	٢٣	%٩٠	١٥	%١٠٠	٧
		%١٠٠	١٦	%١٠٠	٨	%٩٠	٢٤	%٧٠	١٦	%١٠٠	٨

True internal consistency:

After the presentation of the questionnaire form to the expert professors to identify the truth of the arbitrators, then

the questionnaire was presented to a sample of 25 individuals from the research community and from outside

the basic sample of the research. The researchers used the correlation coefficient between the words to identify the truth of internal consistency and the difference between the application. The first

application and the second application two weeks the first application (15/12/2016) and the second application (5/1/2017), and none of the terms of the questionnaire were deleted.

Table (4)
the internal consistency of the questionnaire form is confirmed(n = 25)

The first Axis						the second Axis					
Co	No.	Co	No.	Co	No.	Co	No.	Co	No.	Co	No.
.729	17	.701	9	.743	1	.084	17	.780	9	.734	1
.700	18	.739	10	.703	2	.043	18	.047	10	.701	2
.710	19	.821	11	.721	3	.702	19	.732	11	.729	3
.892	20	.463	12	.718	4	.700	20	.734	12	.780	4
.809	21	.046	13	.760	5	.784	21	.001	13	.710	5
.820	22	.738	14	.783	6	.714	22	.026	14	.732	6
.732	23	.499	15	.791	7	.729	23	.817	15	.043	7
	24	.717	16	.768	8	.814	24	.741	16	.493	8

The result of calculating the stability coefficients is as follows:

Table (5)
Stability coefficient values for the questionnaire axes

the Axis	Axis name	Alpha. Re
the first	Requirements for the management of operations and activities in sports clubs according to Six Sigma standards	0.909
The second	Requirements for resource development and organizational culture in sports clubs according to Six Sigma standards	0.837

The t value of the t-table at the level of freedom (48) and the level (0.05) = (0.288)

It is clear from Table (5) that the values of the coefficients for alpha-stability are between 0.837 and 0.909 indicating that the

questionnaire has an acceptable degree of stability. Interpretation and discussion of the results of the first axis:

Table (6)
Frequency and percentage of the first axis terms
Requirements for the Management of Operations and Activities in
Sports Clubs According to Six Sigma N = (216)

No.	Phrases	yes	To some extent	No	Weighting	Relative importance
1	Achieving success and developing collective work at all levels of management in sports clubs	135	66	15	552	85.2
2	Providing feedback on quality programs and their performance to employees and managers in a timely and continuous manner allows the improvement of processes and thus raising the quality levels, which contributes to increasing the chances of success, creativity and excellence.	125	48	43	514	79.3
3	Focus on realistic and sufficient data reflecting the requirements of beneficiaries, reducing costs and containing defects in a realistic and concrete manner	129	55	32	529	81.6
4	Focus on products and services provided, performance, satisfaction of beneficiaries and continuous improvement	119	74	23	528	81.5
5	To act before events instead of waiting for them to occur and then react with them and respond to them and focus on the method of prevention rather than addressing	106	79	31	507	78.2
6	Support, support and commit senior management of the Six Sigma approach and require convincing and motivating staff at the middle and lower management levels	124	68	24	532	82.1
7	Determine the best measures that can be used to determine the nature of the problem and solve it in an optimal manner	139	50	27	544	84.0
8	Lack of sports clubs for any program or system of local improvement in accordance with a global program of quality of its operations in the field of sports	88	98	30	490	75.6

Follow Table (6)
Frequency and percentage of the first axis terms
Requirements for the Management of Operations and Activities in
Sports Clubs According to Six Sigma N = (216)

No.	Phrases	Yes	To some extent	No	Weighting	Relative importance
9	Lack of interest in sports clubs or follow up to the basic requirements of quality processes such as (planning, documentation, updating, information system, improvement plan)	114	68	34	512	79.0
10	The internal audit system, which includes the procedures for organizing the operations and activities of the administrative process, and the consequent weakness in the performance of the outputs themselves, must be available	112	75	29	515	79.5
11	Sports clubs use experts and consultants to participate in the design of measurement tools, and they review the final results presented by the teams	144	57	15	561	86.6
12	Sports clubs have sufficient data covering all activities and processes, and define the terms of reference and responsibilities of the team members	115	66	35	512	79.0
13	Increase the funding of sports clubs responsible for the sports practice sector, and programs that rely on the overall quality and provide tangible services to the community	111	78	27	516	79.6
14	Continuity in the evaluation of sports clubs based on their ability in self-development and community based on the criteria and quality indicators adopted by, in order to compete between sports clubs to obtain a license to succeed and apply the system of accreditation and quality	118	58	40	510	78.7
15	Sports clubs must adopt Six Sigma as their quality management system	116	67	33	515	79.5
16	Providing the training programs necessary for the rehabilitation of the members of the sports clubs to apply Six Sigma methods	109	78	29	512	79.0

Follow Table (6)
Frequency and percentage of the first axis terms
Requirements for the Management of Operations and Activities in
Sports Clubs According to Six Sigma N = (216)

No.	Phrases	Yes	To some extent	No	Weighting	Relative importance
17	Participation of the management of sports clubs in decision-making	109	75	32	509	78.5
18	Spread the culture of Six Sigma methods and train the staff of sports clubs, reducing the resistance to change to apply Six Sigma methods	104	93	19	517	79.8
19	The need to continue financial and moral support for the implementation of Six Sigma methods in clubs	96	80	40	488	75.3
20	Try to get rid of the management of sports clubs from the central and the trend towards decentralization	101	89	26	507	78.2
21	Distribution of powers among the members of sports clubs and work in committees and teams to make decisions that support the implementation of Six Sigma methods	122	65	29	525	81.0
22	The Six Sigma project team measures the basic performance and then draws a map and measures the process under study. They determine what they need to measure and how to collect data	112	69	35	509	78.5
23	Focus on concepts, values and operational standards that lead to effective decisions	130	60	26	536	82.7

Comment on the results of the first axis:

The responses of the research sample towards the approval of all the terms of the first axis addressed the requirements of the management of operations and activities in the sports clubs according to Six Sigma criteria. The percentage of approval

ranged from 75.3% to 86.6%. The results of the research sample indicate the importance of training workers In the sports clubs on a regular basis and to provide the necessary training tasks for them and to train their employees by training their employees on

how to perform the work correctly to avoid mistakes, and that the clubs are interested in setting time plans for carrying out the tasks. The sample stressed the importance of definition and dissemination of Six Sigma culture among the employees in the administration Clubs And to develop mechanisms and models to measure compliance with the time frame available for tasks, as well as to establish mechanisms and controls that measure the extent of compliance with the time frame available to them, as well as mechanisms and controls that measure the extent of conformity It is important that the clubs train their staff on the statistical tools used in the measurement of Six Sigma methods, and that sports clubs use experts to participate in the design of measurement tools and to review the final results presented by the teams.

The researchers believe that sports clubs should have adequate data covering all activities and processes, define the powers and responsibilities of the members of the task forces, analyze performance in

operations and activities, develop models to diagnose deficiencies and cause problems and analyze them in a way that contributes to solving them. In specialized groups and teams to meet the Six Sigma approach. Staff training is one of the key factors in the Six Sigma application. In order for the training to be effective, it must be planned, structured and targeted. The aim of the training is to raise awareness and enable staff to develop The Six Sigma methodology addresses their daily work and relationships with clients, both inbound and outbound clients. This training should be directed to all categories of staff members, managers and managers at various levels of management. The training addresses the importance of Six Sigma methods, tools, methods, skills, And the principles of effective leadership and statistical methods and methods of measuring performance.

The research sample agrees on the importance of having a clear vision and message for sports clubs, empowering the participants in the improvement processes,

providing the necessary resources and resources, developing the mechanisms to improve the performance of the tasks according to the results obtained, and developing a range of innovative solutions to address the errors that are discovered, It is important that the sports club has the administrative environment and the appropriate organizational climate to improve the performance internally. The sample members stressed the importance of the requirements of the control and control phase. They agreed that sports clubs should use the documentation process for various operations and activities in order to And that

sports clubs must have the appropriate mechanisms to evaluate each team's outputs and compare the results of the task forces, and that the management of sports clubs develop controls for improved processes to ensure that performance does not decline after the improvement process, while the management of sports clubs constantly correct errors And immediately after discovery, and the need to have all the dimensions of the preparations of sports clubs technical to implement Six Sigma methods (support and commitment of senior management in sports clubs to use Six Sigma, training preparations, human resources preparations.

Table (7)
Frequency and percentage of the terms of the second axis
Requirements for resource development and organizational
culture in sports clubs according to Six Sigma N = (216)

No.	Phrases	yes	To some extent	No	Weighting	Relative importance
1	The Six Sigma project team analyzes the process and variables within it using the data collected	122	65	29	525	81.0

Follow Table (7)
Frequency and percentage of the terms of the second axis
Requirements for resource development and organizational
culture in sports clubs according to Six Sigma N = (216)

No.	Phrases	yes	To some extent	No	Weighting	Relative importance
2	Six Sigma's approach to human resources is linked by linking the system's promotions and incentives and linking the rewards of senior management to successful application of the curriculum and appointment of consultants and experts	110	73	33	509	78.5
3	Evaluation of value-added and non-additive steps and management process development alternatives	115	76	25	522	80.6
4	Implementing operations at the factual level managing the facts	120	64	32	520	80.2
5	Data-driven results can help support senior management	122	75	19	535	82.6
6	Business, decisions and operations must be related to the needs of the beneficiaries in sports clubs	114	73	29	517	79.8
7	The goal of leadership in supervising should be to do a better job	122	72	22	532	82.1
8	The balance of human resources with the volume of work and the involvement of the workforce in finding creative solutions in sports clubs	106	84	26	512	79.0

Follow Table (7)
Frequency and percentage of the terms of the second axis
Requirements for resource development and organizational
culture in sports clubs according to Six Sigma N = (216)

No.	Phrases	yes	To some extent	No	Weighting	Relative importance
9	Brainstorming and collective thinking about the crises facing sports clubs	118	68	30	520	80.2
10	Analysis of the flow of operations and their documentation in sports clubs using software	115	82	19	528	81.5
11	Build a strong reputation for delivering quality results and services in sports clubs	108	81	27	513	79.2
12	Converts organizational culture from error-fighting style to error-prevention pattern	91	104	21	502	77.5
13	The sports clubs train their employees on how to perform the work correctly to avoid making mistakes	85	110	21	496	76.5
14	Sports clubs are interested in setting time plans for carrying out tasks	113	77	26	519	80.1
15	Sports clubs develop mechanisms and models to measure commitment to the timeframe available for tasks	99	88	29	502	77.5

Follow Table (7)
Frequency and percentage of the terms of the second axis
Requirements for resource development and organizational
culture in sports clubs according to Six Sigma N = (216)

No.	Phrases	yes	To some extent	No	Weighting	Relative importance
16	The sports clubs train their staff on the statistical tools used in the measurement of Six Sigma methods	112	64	40	504	77.8
17	Sports clubs establish the mechanisms and controls that measure the extent to which the work meets the desired goals	106	84	26	512	79.0
18	Sports clubs are losing the final results from the teams	115	76	25	522	80.6
19	Sports clubs have sufficient data covering all activities and operations	99	78	39	492	75.9
20	The management of sports clubs and their employees in specialized groups and teams to meet the Six Sigma methods	126	68	22	536	82.7
21	Sports clubs use statistical tools to measure the output of teams	95	77	44	483	74.5
22	Sports clubs have a clear vision and message	108	81	27	513	79.2
23	Sports clubs use the documentation process for various processes and activities to monitor and control quality and make necessary comparisons	122	65	29	525	81.0
24	Sports clubs publish a culture of teamwork with the participation of all members of sports clubs	114	68	34	512	79.0

Comment on the results of the second axis:

The responses of the research sample towards the approval of all the expressions of the second axis, the requirements of resource development and organizational culture in the sports clubs according to six Sigma criteria, where the percentage of approval ranged from 75.5% to 82.6%. Preparations for the support and commitment of the management of sports clubs to use Six Sigma, where the management of sports clubs must have sufficient funding to implement and support Six Sigma programs, the importance of the will and desire to improve performance using Six Sigma methods, and that club management will be ready to provide the necessary facilities and preparation To persuade its employees to participate in the application of the concept of Six Sigma, in addition to that willingness to provide the necessary results to analyze and solve problems of statistical data is available and has sufficient human resources to implement and support Six Sigma programs.

And the importance of the existence of the preparations for the training, where they agreed that the college has the readiness to provide the training requirements (time, place, material, qualified trainers) to train its staff on the Six Sigma methodology, and that the sports clubs must be ready to identify and train its employees with the system Six Sigma belts and use, And that the management of sports clubs have the willingness to allocate part of its annual budget for training and the consolidation of Six Sigma methods commensurate with the nature of sports clubs and services provided.

The research sample stressed the need for human resource preparations. They agreed that sports clubs should be prepared to provide internal training and development courses to ensure that Six Sigma continues. For the use of experts and consultants to use Six Sigma.

The members of the sample agreed on the preparations for the organizational culture. They agreed that the management of the sports clubs must interact

with its employees and work to achieve their needs and to spread the culture of teamwork with the participation of all departments and units and that the clubs have the willingness to participate in decision making.

The researchers see that sports clubs may face some obstacles to the implementation of the Six Sigma approach, including a lack of human resources or resistance to change and adherence to regulations and regulations that appear to be inconsistent with Six Sigma programs or processes, or lack of sufficient support needed for application or that the application methods may not be given the attention of sports club employees, and that club management has powers but is not sufficient to adopt the application of Six Sigma methods.

Or the absence of reliable databases and information to study the results of the Six Sigma application, or the lack of appropriate means of communication between the management of the sports club and the beneficiaries of its services, or the failure to use statistical

programs to detect errors and try to solve them or not. The players of the sports club are convinced of the inevitability of positive change, or the lack of involvement of the club members in the responsibility and decision-making within the application of the Six Sigma methods, or the lack of conviction of senior management in sports clubs by applying Six Sigma methods.

Conclusions:

- Club directors' lack of interest in human resources and the need to view them as a key part and function of management
- Sometimes employees do not care about developing methods of improving their business; they also keep records showing their evaluation processes as well as development policies. The club may not follow the effort of professionals to develop themselves professionally to improve the quality of performance.
- Non-participation of beneficiaries in self-evaluation processes to identify strengths and weaknesses, improvement strategies and lack of focus on the quality of outputs of services or products.

- Boards do not undertake effective orientation and training programs for members and employees.
- Lack of interest in clarifying the importance of organizational culture and its role in the promotion of workers in sports clubs.
- There is no clear annual training plan for employees according to their functional needs.
- The sports club does not organize international sports tournaments for the sports teams in the club
- Do not provide economic institutions with information about the players of the sports teams to sponsor them and does not contract the management of the club friendly games with foreign teams of a global reputation in addition to the lack of mass sports activities that can be invested in
- Do not rely on self-financing clubs through marketing and sports media does not care about the privatization of clubs,
- Lack of feedback on quality programs and their performance to staff and managers in a timely and

continuous manner allows for improved processes

- Not specifying the best measures that can be used to determine the nature of the problem and solve it in an optimal manner.
- Lack of interest in the evaluation of sports clubs based on their ability in self-development and community based on the criteria and indicators of quality adopted, in order to compete between sports clubs to obtain a license to succeed and the application of accreditation system and quality.
- Lack of interest in spreading the culture of brainstorming and collective thinking about the crises facing sports clubs.
- Sports clubs do not use statistical tools to measure the output of teams.
- Sports clubs do not use the documentation process for various processes and activities to monitor and control quality and make comparisons.

Recommendations:

Recommendations related to the first axis:

Requirements for the management of operations and activities in sports clubs

according to Six Sigma Six Sigma standards

- Achieving success and developing collective work at all levels of management in sports clubs.
- Providing feedback on quality programs and their performance to employees and managers in a timely and continuous manner allows the improvement of processes and thus raising the quality levels, which contributes to increasing the chances of success, creativity and discrimination of the sports body.
- Focus on realistic and sufficient data reflecting user requirements, reducing costs and containing defects in a realistic and concrete manner.
- Focus on product design, service delivery, performance, user satisfaction and continuous improvement.
- To act before events instead of waiting for them, then react with them and respond to them and focus on the method of prevention rather than addressing.
- Support, support and commitment of senior management of the six sigma approach and require convincing and motivating

staff at the middle management levels and minimum management.

- Determine the best measures that can be used to determine the nature of the problem and solve it in an optimal manner.
- The internal audit system should be available, which includes procedures for organizing the operations and activities of the administrative process and the consequent weakness in the performance of the same outputs.
- Sports clubs use experts and consultants to participate in the design of measurement tools, and they review the final results presented by the teams.
- Sports clubs have sufficient data covering all activities and processes, and define the terms of reference and responsibilities of the team members.
- Continuity in the evaluation of sports clubs based on their ability to self-development and community based on the criteria and indicators of quality adopted, in order to compete between sports clubs to obtain a license for success and the application of accreditation system and quality.

- The need to continue financial and moral support to apply Six Sigma methods in clubs.
- Distribution of powers among the members of sports clubs and work in committees and teams to make decisions that support the implementation of Six Sigma methods.
- The Six Sigma project team measures baseline performance and then maps and measures the process under study, determining what to measure and how to collect data.

Recommendations related to the second axis

Requirements for resource development and organizational culture in sports clubs according to six Sigma Six Sigma standards.

- The Six Sigma project team analyzes the process and variables within it using the data collected.
- The Six Sigma approach is linked to human resources by linking the system's promotions and incentives and linking the rewards of senior management to the successful implementation of the curriculum and the appointment of consultants and experts.

- Implementing operations at the factual level managing the facts.
- Results supported by data can help support senior management.
- Business, decisions and operations must be related to the needs of the beneficiaries in sports clubs.
- The goal of leadership in supervising should be to help to do a better job.
- Balance human resources with the size of work and involve the workforce in finding creative solutions in sports clubs.
- Brainstorming and collective thinking about the crises facing sports clubs.
- Analyzing and documenting the flow of operations in sports clubs using software.
- Build a strong reputation for delivering quality results and services in sports clubs.
- Transform organizational culture from error-fighting to error-prevention mode.
- The sports clubs train their employees on how to perform the work properly in order to avoid making mistakes.
- Sports clubs are interested in setting time plans for carrying out tasks.

- Sports clubs develop mechanisms and models to measure adherence to the timeframe available for tasks.
 - Sports clubs establish mechanisms and controls that measure the extent to which the work meets the desired goals.
 - Sports clubs are reviewing the final results presented by the teams.
 - Sports clubs have sufficient data covering all activities and operations.
 - Sports clubs use statistical tools to measure the output of teams.
- Sports clubs have a clear vision and message.
- Sports clubs use the documentation process for various processes and activities to monitor and control quality and make necessary comparisons.
 - Sports clubs publish the culture of teamwork with the participation of all members of sports clubs.

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