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## **Evaluation of Administrative Leadership in Colleges of Physical Education and Sports Sciences According to the Total Quality Management Perspective**

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### **Abstract**

Total Quality Management (TQM) is one of the most important modern concepts that has garnered significant attention from administrative leaders, researchers, and academics in higher education as a prevalent approach in the current period. It is a model of new management that enables administrative leaders to keep pace with and adapt to modern changes because it relies on the application of advanced methods and aims for continuous improvement and development.

Therefore, interest in TQM has begun in Iraqi colleges of physical education and sports sciences to achieve multiple objectives by providing a range of educational experiences through its theoretical and applied curricula. It seeks to create a continuous balance between the needs of society and the needs of students. However, we find weaknesses in administrative performance, as it is traditional and tied to systems and laws that restrict the movement of administrations instead of moving towards modernity and keeping pace with the requirements of the times.

The aim of this research is to highlight the requirements of administrative leaders in colleges of physical education and sports sciences from the perspective of Total Quality Management (TQM), a modern approach that leads to raising the competencies of their staff. This research was conducted from the perspective of a population of 945 faculty members representing 36 public and private colleges in Iraq. Fifteen requirements were identified. After presenting, analyzing, and discussing the results, the following conclusions were reached

1-The success of TQM hinges on the administrative leader's understanding and belief in this new philosophy.

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2-The general opinion of faculty members regarding the evaluation of administrative leaders from a TQM perspective is positive.

The researcher recommends the following:

1-Encouraging the administrative leaders of colleges of physical education and sports sciences to adopt the philosophy of TQM as an administrative approach to developing the current and future performance of their colleges.

2- Establishing the leadership team (which will lead the change process) which includes representatives from all parties within the college (professors, employees, students) and specialized experts from outside the college.

Keywords: Calendar, Leadership, Total Quality Management



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### Introduction

Higher education reform has received considerable attention in most countries worldwide, and comprehensive quality has become the cornerstone of the development and modernization model for this vital sector. This is essential for keeping pace with global changes and overcoming local challenges. Quality is now considered the true challenge that nations will face in the coming decades. Therefore, universities have begun adopting and implementing comprehensive quality concepts to continuously improve the outcomes of the educational process and enhance the efficiency of their staff. This ensures graduates possess the fundamental knowledge necessary to compete effectively in all scientific fields.

The focus on comprehensive quality management began in Iraqi colleges of physical education and sports sciences. This was done to achieve multiple objectives by offering a range of educational experiences through their theoretical and applied curricula. They strive to create a continuous balance between the needs of society and the needs of students.



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From this perspective, colleges of physical education and sports sciences began revising their curricula in light of the evolving roles of their administrative and teaching staff. This revision aimed to enable them to provide consulting and training services to sports institutions and to develop medical rehabilitation programs for citizens, including those with special needs. The importance of this research lies in highlighting the evaluation of administrative leadership in colleges of physical education and sports sciences according to Total Quality Management (TQM). TQM is a modern approach that leads to increased competence among staff, and it also addresses the lack of studies and research on this topic. This gap between the current situation in these colleges and that of Arab and international physical education colleges, which have made significant strides in developing their methods and operations based on the philosophy of TQM, will help in utilizing its positive results to formulate leadership requirements that suit the conditions of Iraqi colleges.

Adopting the philosophy of Total Quality Management in colleges of physical education and sports sciences will enable them to lead and guide administrative work towards high-quality outputs, thus achieving societal satisfaction and aspirations through the competent preparation of these graduates. Looking at the reality of physical education and sports science colleges in Iraq, we find a weakness in administrative performance, which is traditional and tied to regulations and laws that restrict administrative action, instead of moving towards modernization and keeping pace with the demands of the times.



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Therefore, it is necessary to adopt modern administrative methods that have proven their effectiveness and seriousness in achieving the desired results, such as the philosophy of Total Quality Management (TQM), which deserves research and study to develop a mechanism that enables the adoption of this modern administrative approach

### Research Objectives

- 1- To develop requirements for administrative leadership from the perspective of Total Quality Management for physical education and sports science colleges in Iraq.
- 2 .To evaluate leadership requirements from the perspective of Total Quality Management from the viewpoint of faculty members in physical education and sports science colleges

### Research Areas

Human Scope: Faculty members in Colleges of Physical Education and Sports Sciences in Iraq holding a PhD only.

1-4-2 Temporal Scope: September 1, 2025 – December 1, 2025

1-4-3 Spatial Scope: Colleges of Physical Education and Sports Sciences in Iraq.

1-5 Research Terminology

-Leadership



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A social necessity recognized by humankind since the need to interact with others and since understanding the importance of social systems in their various forms. Humans felt that leadership was the primary factor contributing to group cohesion and the essential element in fulfilling their desires (Al-Rubaie, 2025). Leadership is a characteristic or experience possessed by a competent leader, and this characteristic influences individuals' response to their personality and guidance.

:Evaluation

The concept of evaluation is based on improvement, modification, and then development. Evaluation means judging things or individuals to reveal strengths and weaknesses and reviewing the validity of the basic assumptions upon which work is organized and developed (Al-Rubaie, 2021)

-Total Quality Management in Education:

The concept of quality in education relates to all the features and characteristics of the educational field that demonstrate the quality of the desired outcomes. It involves translating students' needs and expectations into specific characteristics that form the basis of their education and training, to generalize educational services, and to formulate them with objectives that align with students' aspirations (Saleh, 2008).

Ramzi Ahmed (2010) believes that total quality in higher education involves directing all academic, administrative, and financial activities and processes at all levels of the higher education system to satisfy the needs of the labor market and students through development and improvement of the quality of services provided to students, in order to produce highly competent graduates required by the labor market.



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### **Administrative Leadership**

Since leadership is a characteristic or quality found in intellectual or cognitive skills, the success of administrative leaders in colleges of physical education and sports sciences depends largely on the leader and their quality, as well as on the quality of strategic planning and the follow-up of activities that lead to a culture of quality. This is achieved through the selection and training of administrative leaders according to standard criteria, taking into account the needs and specializations of the college, or through a positive human relations climate among students, faculty members, and the leadership of the department and college, which leads to efficient performance. This requires good communication among members of the college (Al-Rubaie, Mahmoud, et al., 2025)



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## Methodology

The descriptive survey method was used to achieve the research objectives.

### 2-2 Research Population and Sample

The population consisted of faculty members holding doctoral degrees only, from both genders, in colleges of physical education and sports sciences in Iraq. The total number of faculty members was (950), representing (36) colleges in various Iraqi public and private

### 2-3 Field Research Procedures

- Defining the measurement objective.
- Preparing the questionnaire for the scale.

To achieve the research objectives and to determine the validity of administrative leadership requirements from a total quality management perspective for colleges of physical education and sports sciences, the researcher prepared a questionnaire containing (24) nominated items. This questionnaire was presented to (25) experts and specialists from inside and outside Iraq to determine whether the items were nominated or not. After collecting and processing the data, the researcher used the chi-square test to identify the nominated and unnoticed items. The results showed that only (15) items were nominated out of (24), as the calculated chi-square value was greater than its critical value of (3.84) at a significance level of (0.05)

Shows the requirements for administrative leadership to determine its authority or lack thereof

### -2-4 Conducting the Scale Experiment

- Pilot Experiment

The pilot experiment was conducted from October 15-28, 2025, on a sample of (50) faculty members.

- Main Experiment: 1/11/2025 – 30/12/2025



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### 2-5 Statistical Methods:

The SPSS statistical package was used for data processing

### 3- Presenting, Analyzing, and Discussing the Results

Table (3) concerning administrative leadership shows that this area includes (15) requirements with a weighted average of (4.70) and a percentage weight of (94.0).

When observing the weighted averages for the requirements, we find that they fall between a high of (4.84) and a percentage weight of (96.8) and a low of (4.49) and a percentage weight of (89.8). This indicates that the general opinion of the faculty members in the Colleges of Physical Education and Sports Sciences regarding the requirements of administrative leadership, according to the Total Quality Management (TQM) perspective, is largely positive. This confirms the awareness and desire of the research sample to adopt the TQM approach as an administrative system that contributes to achieving an advanced educational system. Therefore, the quality of university education must be subject to a leadership style that does not focus on one aspect at the expense of another.



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That is, it considers the educational process as a whole, integrated and comprehensive, and systematically related to the student, the professor, the programs, relationships, information flow, and other aspects. This can only be achieved through the application of Total Quality Management (TQM), which has proven its success and importance as a comprehensive and applicable philosophy. It integrates processes closely through the goal of continuous and comprehensive improvement of all aspects of the educational process. (Rashid, 1995, p. 14)

Administrative leadership, as a structured process, is fundamental to leading colleges of physical education and sports sciences and achieving their strategic goals. It also involves identifying the important means to achieve these goals. Therefore, it is essential to provide resources to support faculty members through renewal and innovation, rejecting complacency and choosing the best path for the college to reach its objectives. (Youssef & Hashem, 2005, p. 145)



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Good administrative leadership focuses on unifying the vision, goals, and strategies within the educational institution and creating a learning environment to achieve these goals at the lowest cost. Leadership is the cornerstone for the proper implementation of programs and the achievement of desired objectives. It is the pivotal element that coordinates the other elements. By guiding and directing them as needed.

The Total Quality Management (TQM) methodology requires enthusiastic and visionary leadership capable of fostering interaction with subordinates, creating cooperation, harmony, and camaraderie, and encouraging them to implement the TQM methodology. This is because its policies demand leadership capable of guiding individuals toward realizing their full potential. (Jablonski, 1994)

Furthermore, the success of TQM hinges on the extent to which the administrative leader understands and believes in this philosophy, cultivates an organizational culture, and prepares it to embrace TQM. This is because TQM requires transformations in material, human, and informational aspects to achieve this goal, which will lead to stability and competitive advantages. (Al-Hariri, 2007, p. 78)



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### 4- Conclusions and Recommendations

#### 4-1 Conclusions

- 1 The administrative leadership in the Colleges of Physical Education and Sports Sciences has adopted the collaborative leadership style.
- 2- The success of Total Quality Management (TQM) hinges on the administrative leader's understanding and belief in this new philosophy.
- 3- Administrative leadership is the safeguard for implementing programs and achieving desired goals.
- 4- The general opinion of faculty members regarding leadership requirements from a TQM perspective is positive.
- 5- The TQM methodology requires enthusiastic and visionary administrative leadership capable of engaging with subordinates.



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### 4-2 Recommendations

1- Administrative leaders should not accept the current state of the colleges and should choose the best path for the college to reach its goals.

2-The administrative leadership of the Colleges of Physical Education and Sports Sciences is urged to adopt the TQM philosophy as an administrative approach to developing the current and future performance of their colleges.

3- Establishing a specialized technical center to train administrative leaders in faculties of physical education and sports sciences in the methodology, concepts, and development of Total Quality Management (TQM), and to conduct quality assessments of the faculties and award quality certifications.

4- Sending a number of administrative leaders to colleges and universities that have obtained TQM and ISO certifications to enhance their experience and enable them to apply what they learn in their own faculties.

5- Building a leadership team (which will lead the change process) comprising representatives from all parties within the faculty (faculty, staff, and students) and specialized experts from outside the faculty.



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