

The role of total quality management in Enhancing governance in Algerian sports institutions
(Field study of the Directorate of Youth and Sports of the State of Souk Ahras)

إسهام إدارة الجودة الشاملة في تعزيز الحوكمة بالهيئات الرياضية الجزائرية
(دراسة ميدانية بمديرية الشباب والرياضة لولاية سوق أهراس)

Tahiri Mohamed El Amine^{*1}, Ladjal Yahia^{*2}

¹ University of Algiers 3, Laboratory of Science and Experience and Technology of Physical and Sporting Activity, tahiri.mohamedelamine@univ-alger3.dz

² University of Algiers 3, Laboratory of Science and Experience and Technology of Physical and Sporting Activity, ladjal.yahia@univ-alger3.dz

Received: 14/02/2024

Accepted: 23/06/2024

Published: 05 /08/2024

Abstract:

This study aims to learn about the contribution of quality management to Enhancing governance in sports institutions by addressing the role of the application of comprehensive quality management on the realization of the principles of institutional governance in the youth and sports sector in general and the Directorate of Youth and Sports of the state of Souk Ahras in particular, by providing the theoretical and applied framework for the study using the analytical descriptive curriculum and presenting the questionnaire to the employees of the Directorate of Youth and Sports of the state of Souk Ahras. It has been concluded that: there is an impact of the application of total quality management in achieving governance principles at an average level of the directorate in question.

Keywords: Total quality management, Governance, Youth and Sports Directorate.

1. Introduction:

Organizations of various kinds face many challenges so that they can achieve high levels of quality in the performance of the activities and services they provide in order to achieve the different and changing requirements of their customers to be able to gain customer satisfaction with the services provided and the expected level of quality, which results in the client's engagement and loyalty to this organization that achieves its requirements and expectations towards the product or service they provide. Many organizations are therefore committed to applying a systematic and structured framework of their policies and working methods through the development of a set of specific benchmarks and benchmarks to ensure an acceptable level of performance. (Al Sayed, 2020)

The management of total quality is one of the most important management concepts that has attracted considerable attention by practitioners and academic researchers as one of the prevailing management patterns desired in the current period and was described as the third revolutionary wave after the industrial revolution and the computer revolution, As a result of its success in the field of economic, industrial, commercial and technological regulation and of developments in many productive and service organizations, institutions have been interested in applying a comprehensive quality management approach. (Ben Aishi, 2014, p. 380)

The institutions endeavour to achieve the highest standards of quality in goods and services in order to keep abreast of their competitiveness and ensure their continuity locally and internationally in economic and academic institutions. The latter include Algerian sports institutions, which suffer from a lot of problems in the management of the country.

The issue of good governance, or so-called governance, has emerged in recent years at the international level as a mechanism and practical method of governance and governance practices to achieve corporate goals and ensure sustainable development in the aftermath of globalization and global integration and the resulting transformation of many States into the Cape Mali economic system, which relies on private companies for economic growth thanks to the liberalization of the fiscal pillar and the increasing cross-border movement of capital s economies, which many economic researchers have attributed to administrative and accounting corruption resulting from weak mechanisms for controlling financial activities and managers' misconduct, The inaccuracy of the company's financial reports, which necessitated the development of regulatory texts to ensure the optimal use of administrative authority and the establishment of rational, transparent and transparent management; To contribute to protecting economic realities from bankruptcy and collapse, ensuring sustainable development.

Many international bodies have therefore initiated standards that facilitate the application of governance, help develop legal and institutional frameworks and develop guidelines that support management practices and ensure the efficiency of capital markets and the stability of the economy as a whole, notably the Monetary Fund, the International Bank and the Organization for Development and Economic Cooperation. (OECD), which issued

Principles of Corporate Governance, "considered the first document of its kind in the world and constituted an international reference subsequently adopted by several entities in drafting its own principles. The document contained five principles: an effective governance framework within the company, preservation of the rights of all shareholders, the responsibilities of the board of directors, the role of stakeholders in the exercise of the company's management powers and finally transparency and disclosure. (Aoussif, 2017, p: 82)

Many institutions, ministries, banks and universities today find themselves unable to develop, due to waste in human and material resources. and poor performance and inapplicability of sound scientific management practices due to flawed responsibilities and conflicting powers of different departments as well as poor service quality, Consequently, not all of the applicants' parties are satisfied. and weak capacity for development at various social, economic and administrative levels. (Al Hayek, 2016, p. 9)

Corporate governance has received considerable attention from supervisory and supervisory authorities, financial and economic organizations, and the corporate and institutional sector, both regionally and internationally. The application of governance principles has become an inevitable trend and a prerequisite for accepting States' membership in various global economic and financial organizations. This is why Algeria, like other countries, is engaged in this endeavour. s economic and financial systems ", initiated a number of institutional reforms to keep abreast of global trends with a view to establishing effective principles that promote confidence and transparency in their economic and financial systems; The most important of these reforms was the preparation in 2009 of an Algerian Charter of Good Governance for the Institution, which guarantees ethical principles and good conduct for the functioning of internationally recognized institutions. s principles of good governance adopted by the Organization for Economic Cooperation and Development (OECD), taking into account the specificities of the Algerian institution.

After the adoption of governance in Algerian economic companies, accreditation in sports institutions is necessary. sport ", especially after the globalization of sport and the resulting obligation of sports clubs to switch from hobby to professional, Sports clubs have thus become governed by commercial economic requirements and standards. ") requires mechanics and mechanisms that contribute to their development, the attainment of the desired goals and the overall contribution to development, However, with this development and the entry of the logic of profitability and money in the world of sport, some abuses have emerged as a result of mismanagement and widespread administrative and financial corruption, such as bribery and match-fixing, This has made it imperative for sports companies and organizations to pursue the application of the principles of good governance to facilitate oversight and oversee their performance to attract capital and make it more transparent for those who have an interest in sport and thus achieve its objectives. (Aoussif, 2021, p: b)

Total Quality Management is defined as: the mechanism by which an enterprise can organize its operations and manage its resources in order to achieve and improve quality economically in all its activities. (Terttori and others, 2008, p. 97)

Auckland also defined it as: "A way to improve effectiveness, overall flexibility of work, and that it is a way of organizing that encompasses the entire enterprise, including all departments, activities, and employees at all levels." (Khader, 2021)

According to the Federal Quality Institute, it is: "To do the right work, and right from the first time, with the need to rely on the views of the workers, the beneficiaries of the services and the ability to improve performance". (Khader, 2021)

Governance: It is a set of regulations and disciplines that regulate stakeholder relations and achieve a set of principles such as justice, transparency and equality. (Al Ghanim, 2021)

The International Finance Corporation (IFC) also defines governance as: the system through which institutions are managed and their business controlled. (Alamgir.M, 2007, p : 03)

We can formulate a procedural definition of governance and say that it is: a modern administrative direction that includes a set of regulations, laws and rules for the control of the performance of institutions, and it regulates the relations between the Board of Directors, heads of interests and employees.

The Directorate of Youth and Sports is an executive body of the Ministry of Youth and Sports sector which is supervised by an Executive Director who is assigned by the Wali and who ensures the good work of internal and external management, It is a body that promotes the societal movements of youth and sports as well as their structures, organizing them, preparing targeted programmes and disseminating the physical and sports soil, especially the educational environment, training and framing, as well as preparing plans for the development of sports for the state in coordination with all the structures and bodies concerned (Zayed, 2019).

Previous relevant studies include:

Naziha Mekidech (2020), PhD thesis in Economics and Management Sciences, entitled: "The role of governance in achieving quality in Algerian universities from the point of view of the faculty (Preventive study on a sample of professors) ", aimed at presenting and discussing concepts and ideas relating to the role of governance principles in achieving quality in Algerian universities, which in turn is a newly introduced topic, identifying the level of application of governance principles and the level of availability of quality standards in higher education institutions. The level of application of governance principles at Setif University was medium, the level of availability of quality standards at Setif University was low, governance principles have a positive role in achieving quality standards at the institutions of higher education in question.

The study of Hamza al-Arabi and Iman Nwara (2016), in the journal "Economic Research" of Blida University 02, No. 14, entitled: "The role of CQM in promoting corporate governance", which was aimed at trying to highlight the importance of the CQM system adopting on corporate governance and highlighting the relationship between them and knowing the role of CQM in promoting corporate governance. Their study relied on the appropriate analytical and analytical approach to the subject. Results have been achieved, most notably: a strong relationship between overall quality management and corporate governance, particularly with regard to business procedures and the characteristics of management functions, to overall quality management has a significant impact on the improvement of governance practices in economic institutions, especially with regard to the system of management responsibility and accountability.

Dhouifi Hamza (2014) Doctoral thesis entitled: "Effective application of governance principles in supporting disclosure and its impact on financial performance" (field study: For a group of subsidiaries of the Sonelgas Complex), this study aims to: Defining the concept of governance in general and from an accounting perspective, attempting to diagnose the practical reality of governance in Algeria and establishing a theoretical framework that takes into account the specificity of the economic environment and promotes the proper practice of governance at the level of Algerian companies, and identifying the interrelationship between governance rules and accounting disclosure and the quality of information. In order to achieve the objectives of the study, the researcher relied on a combination of descriptive, extractive and extractive curriculum. The study sample consisted of the workers and frames of the National Shareholding Companies of the Sonelgas Complex. The study was based on the questionnaire tool. The study produced a series of results, the most important of which were: Governance principles are applied through a set of mechanisms classified into internal governance mechanisms through the Board of Directors and the Internal Audit Committee The impact of the governance system on the transparency of financial reporting within companies is at the stage of preparation, review and use, Proper governance supports disclosures, which in turn increases funding opportunities in Algeria ", the practice of corporate governance principles is disseminated in a series of laws relating primarily to the corporate business sector, Sample companies adhere to the principles of governance, and practice governance for sample study ranges from (83% to 88%). One of the most important recommendations of this study is to: operationalize the role of the Algerian Centre for Corporate Governance in disseminating a culture of institutional governance among the actors in the governance system to serve as an incubator of corporate governance principles and thus coordinate with relevant bodies and organizations; Algiers Stock Exchange, Association of Accountants and Auditors, in order to oblige all Algerian companies to adopt and apply these principles To promote improved corporate performance, open spaces for effective dialogue and consultation between the State and civil society on governance issues at the national and local levels or work on efforts to follow up on developments regarding the Government's corporate norms With a view to developing corporate awareness of the importance of governance, work to increase the disclosure and transparency rate of information contained in companies' accounting and financial reports by providing a more binding legal framework for accounting disclosure that is appropriate for all parties.

Salwatchi Hisham Soufian (2013) studied a doctoral thesis entitled: "Corporate governance: The role of the Agency's relationship in improving the functioning of the Algerian economic institution "(case study of a sample of Algerian economic institutions). This study aims to: The search for the theoretical origin that led to the creation of a system of governance in institutions and the elaboration of their principles among the various stakeholders of the institution, highlighting the place of governance in the institution and what can be used for the development of administrative capacities, and establishing the relationship between the elements of governance in the Algerian economic institution and performance. In order to achieve the study's objectives, the researcher relied on a combination of the analytical descriptive curriculum and the historical curriculum, and used the evidentiary curriculum to analyse the results of his study. The sample of the study consisted of 142 Algerian economic institutions. The study was based on the questionnaire and interview tools. The study produced a series of results, the most important of which were: The nature of the enterprise affects the intellectual orientation of the stakeholders of the Algerian economic enterprise listed on the stock exchange on the subject of governance and performance, as well as the ability to distinguish the elements of the agency's relationship from a positive perspective, and the governance of the institution is influenced by the level of equity and equality among employees. One of the most important recommendations of this study is: to activate the exchange market by involving private moral persons, including SMEs of a high character To abide by the governance principles of the Organization for Economic Cooperation and Development and the governance standards of the Algerian Charter on Institutional Governance, in particular with regard to establishing transparency, credibility, responsibility, communication, justice and oversight in the institution's environment, in order to reduce administrative corruption; The administrative dimension plays a key role in determining the return on capital invested by shareholders and in avoiding the Agency's problems in order to achieve performance. This demonstrates the importance of taking care of the outputs of the Agency's theory and moving towards a design of the Agency's relationship in the Algerian economic institution because modern market requirements are based on the competencies of the governance system related to this dimension.

Ben Aissa Rim (2012) Master's thesis entitled: "Application of institutional governance mechanisms and their impact on performance" (status of Algerian institutions listed on the stock market): The aim of this study is: to explore the impact of the application of governance mechanisms on the financial performance of Algerian institutions registered on the stock exchange, and to identify mechanisms for the governance of institutions and their relationship to financial performance. In order to achieve the study's objectives, two Hmma analytical descriptive and inductive approaches were used. The study was carried out on 04 Algerian publicly listed institutions: the Eurasian Hotel, the Sidal Complex, the Alliance Insurance, an internal tourism, leisure and real estate institution, for which testing and measurement were used as tools. The study produced a series of results, the most important of which: there is a fundamental impact of the application of governance mechanisms on the financial performance of Algerian institutions listed on the stock exchange. The Board of Directors has an important role to play in influencing the financial performance of the institution by ensuring equality between workers and safeguarding their rights. One of the

most important recommendations of this study is: to modernize the judicial system so that it can meet the challenges and problems posed by the economics of the free market; to establish the necessary institutions and mechanisms to protect minority shareholders from monopolizing the institution's capabilities; to disseminate the thinking of governance in all its components relating to shareholders' rights; and to form the procedures of the Board of Directors.

From the foregoing, The problem with our research arises in the following question:

- Does the Department of Total Quality play a role in enhancing governance in the Directorate of Youth and Sports of the State of Souk Ahras?

From the foregoing, The following sub-questions arise from the problem:

- How does the adoption of the Department of Total Quality affect the preservation of workers' rights in the Directorate of Youth and Sports of the State of Souk Ahras?
- How does the adoption of the Total Quality Management affect workers' equality in the Directorate of Youth and Sports of the State of Souk Ahras?
- How has the adoption of Total quality management affected the transparency and disclosure of the Directorate of Youth and Sports of the State of Souk Ahras?

Study hypotheses:

General hypothesis: Total quality management has a role in promoting governance of the Directorate of Youth and Sports of the state of Souk Ahras at a medium level.

Partial hypotheses:

- The application of the Department of Total Quality affects the preservation of workers' rights in the Directorate of Youth and Sports of the State of Souk Ahras.
- The application of the Department of Total Quality affects the achievement of workers' equality in the Directorate of Youth and Sports of the State of Souk Ahras.
- The application of the Department of Total Quality affects the transparency and disclosure of the Directorate of Youth and Sports of the State of Souk Ahras.

The importance of the study is:

- Clarify the concept and importance of Total quality management and its role in enhancing governance in sports institutions.

- Clarify the concept and importance of governance and its role in improving the management of sports institutions.
- Clarify the relationship between total quality management and governance of sports institutions.

The study's objectives are:

- Clarification of the role of quality management systems in achieving governance in the Directorate of Youth and Sports of the state of Souk Ahras.
- Demonstrate the impact of the adoption of the Department of Total Quality on the preservation of workers' rights in the Directorate of Youth and Sports of the State of Souk Ahras.
- Demonstrate the impact of the adoption of the Department of Total Quality on the achievement of workers' equality in the Directorate of Youth and Sports of the State of Souk Ahras.
- Demonstrate the impact of the adoption of the Comprehensive Quality Management on transparency and disclosure of the Directorate of Youth and Sports of the State of Souk Ahras.

2. The practical aspect:

Methodological methods used:

Study curriculum: The study basically relies on the analytical descriptive curriculum that allows to describe and analyze theoretical aspects of the subject with a view to identifying the role of quality management systems in achieving governance in sports institutions.

Search tool: Based on the nature of the data to be collected, the research curriculum, permissible time, and available material possibilities, the most appropriate tool for achieving research objectives is: The questionnaire, which was designed on the basis of previous studies, may be of two pillars (a quality management system hub and a governance hub), and has been statistically processed using the SPSS version 24 software.

Our study relied on a five-point likert scale to determine the point of approval of the sample vocabulary for each paragraph of the questionnaire and to transform it into statistically measurable quantitative data as shown in the following table:

Likert scale descriptions	Totally disagree	Disagree	Neither disagree nor agree	Agree	Totally agree
Likert scale	1	2	3	4	5

Table 01: five-point likert scale

The reliability of questionnaire: The stability of the questionnaire was confirmed by the Alpha Cronbach and the following table shows the results:

The axes	Alpha Cronbach value
The first axis	0.80
The second axis	0.77

Table 02: Alpha Cronbach values for factors of study

Table 02 shows that the values of the Alpha Kronbach coefficient were limited to 0.77 as the lowest value and 0.80 as the highest value. This confirms the questionnaire's high stability and usability with the final sample of the study.

The community and sample study:

Community: Employees of the Youth and Sports Directorate of the State of Souk Ahras, estimated at 218.

Sample: The sample included 50 workers in the directorate selected in a random manner, representing 23% of the study community.

Areas of study:

Spatial area: In order to study this subject, the Directorate of Youth and Sports was selected for the state of Souk Ahras.

Area Time: [14/01/2024 - 18/01/2024].

3. Presentation, interpretation and discussion of results:

Analysis and discussion of hypotheses:

Analysis and discussion of the first hypothesis: "The application of the Department of Total Quality affects the preservation of workers' rights of the Directorate of Youth and Sports of the state of Souk Ahras".

To conduct a simple linear regression test and to study the impact of the independent variable on the dependent, the following two hypotheses were formulated:

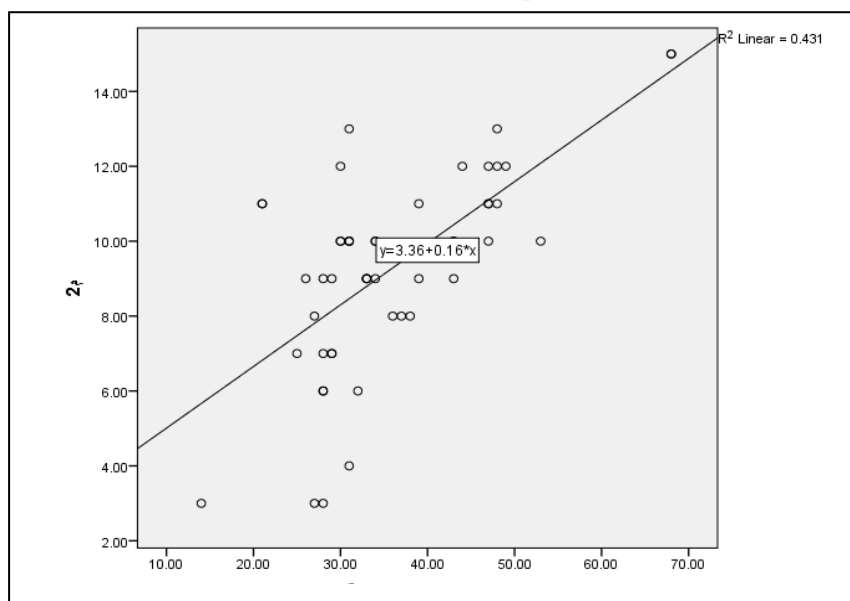
H0: The application of the Department of Total Quality does not affect the preservation of workers' rights in the Directorate of Youth and Sports of the State of Souk Ahras.

H1: The application of the Department of Total Quality affects the preservation of workers' rights in the Directorate of Youth and Sports of the State of Souk Ahras.

	Workers' rights in the Directorate	F value	Significance level	T value	Significance level	Type of Correlation
Total quality management system	0.43 R Squar 0.65 R	36.32	0.00	6.02	0.00	Positive

Table 03: Results of the analysis of the simple decline in the preservation of workers' rights in the Directorate of Youth and Sports in Souk Ahras

Figure 01: Results of the analysis of the simple decline in the preservation of workers' rights in the Directorate of Youth and Sports in Souk Ahras



Through the Table 03 above, we note that the value of the coefficient of association between the Department of Total Quality and Workers' Rights of the Directorate of Youth and Sports of the State of Ahras Market is 0.65, which is positive and expulsive. The higher the overall quality management, the higher the level of workers' rights in the Directorate, While the value was 0.43 R Squar, that means: Total Quality Management explains about 43% of the disparity in workers' rights in the Directorate, which was confirmed by the value of (F) is 36.32, which is a statistically significant value at the indicative level (0.01), indicating that the decline is positive.

Given the T value, we note that it is 6.02, a statistically significant value at the indicative level (0.05), which includes rejecting the zero hypothesis that denies the impact and accepting the alternative hypothesis H1: the application of the Department of Total Quality affects the preservation of workers' rights of the Directorate of Youth and Sports of the State of Souk Ahras. The preservation of workers' rights is the task of senior management that seeks to organize its operations and manage its resources in order to achieve quality and improve the performance of the institution. This is done through its application of laws and

the reflection of governance within the institution, which is consistent with the study of Ben Aissa Rim (2012), which concluded that the Board of Directors has an important role to play in influencing the performance of the enterprise by ensuring equality between workers and safeguarding their rights.

Analysis and discussion of the second hypothesis: "The application of the Total Quality Management affects the achievement of equality between workers of the Directorate of Youth and Sports of the State of Souk Ahras".

To conduct a simple linear regression test and to study the impact of the independent variable on the dependent, the following two hypotheses were formulated:

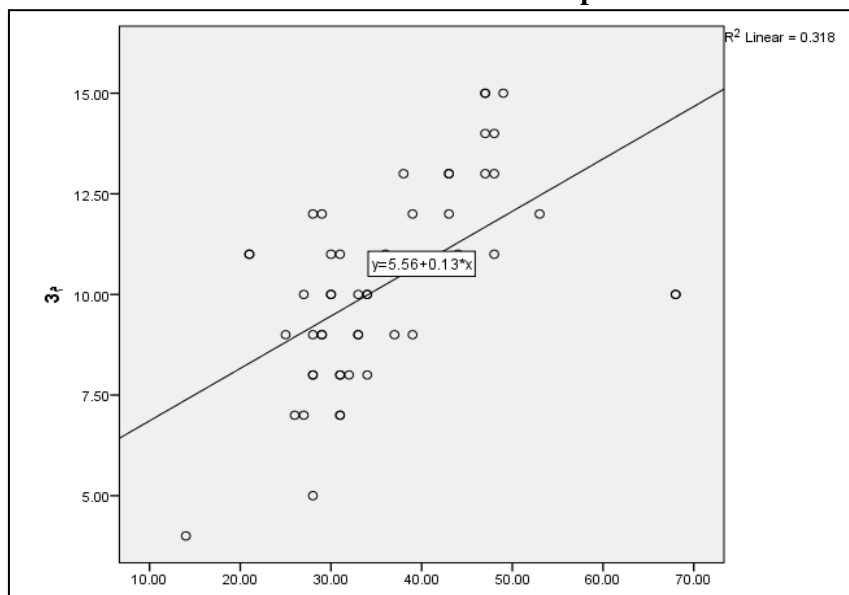
H0: The application of the Total Quality Management does not affect the achievement of employee equality in the Directorate of Youth and Sports of the State of Souk Ahras.

H1: The application of the Total Quality Management affects the achievement of workers' equality in the Directorate of Youth and Sports of the State of Souk Ahras.

	Equality between workers in the Directorate	F value	Significance level	T value	Significance level	Type of Correlation
Total quality management system	0.31 R Squar 0.56 R	22.38	0.00	4.73	0.00	Positive

Table 04: Results of the analysis of the simple decline in the preservation of Equality between workers in the Directorate of Youth and Sports in Souk Ahras

Figure 02: Results of the analysis of the simple decline in the preservation of Equality between workers in the Directorate of Youth and Sports in Souk Ahras



Through the Table (04) above, we note that the value of the coefficient of association between the Department of Total Quality Equality of Workers of the Directorate of Youth and Sports at Souk Ahras is 0.56, which is positive and expulsive. That is, the higher the overall quality management grades, the higher the level of equality of employees in the Directorate, While the value was 0.31 R Squar that means: total quality management explains about 35% of the disparity in equal treatment among all, this is confirmed by the value of F is 22.38, a statistically significant value at the indicative level (0.05), indicating that the decline is positive.

Given the value (T) of 4.73, which is a statistically significant value at the indicative level (0.05), from which the zero hypothesis denying the impact was rejected and the acceptance of the alternative hypothesis H1: the application of the Total Quality Management affects the achievement of equality between workers of the Directorate of Youth and Sports of the state of Souk Ahras at an average level. In order to strengthen the level of governance of the institution, emphasis must be placed on achieving equality among the employees of the Directorate. This is in line with the study of Salwachi Hisham Soufian (2013), which considers that the level of governance of the institution is influenced by the level of equity and equality among workers. This aspect must therefore be taken into account in order to strengthen the level of governance of the Directorate of Youth and Sports of the State of Souk Ahras.

Analysis and discussion of the third hypothesis: "The application of Total Quality Management affects the transparency and disclosure in the Directorate of Youth and Sports of the state of Souk Ahras at a medium level".

To conduct a simple linear regression test and to study the impact of the independent variable on the dependent, the following two hypotheses were formulated:

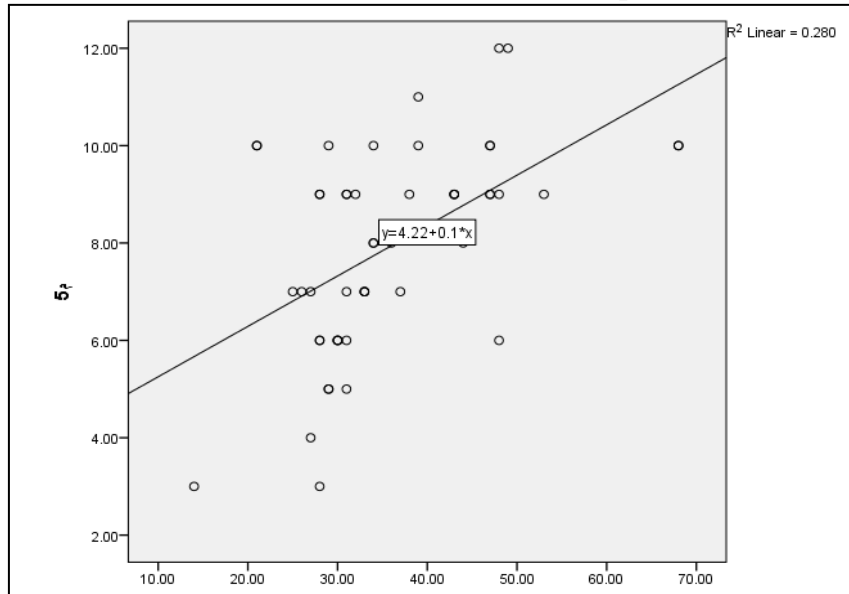
H0: The application of Total Quality Management does not affect the transparency and disclosure in the Directorate of Youth and Sports of the State of Souk Ahras.

H1: The application of Total Quality Management affects the transparency and disclosure in the Directorate of Youth and Sports of the State of Souk Ahras.

	The transparency and disclosure in the Directorate	F value	Significance level	T value	Significance level	Type of Correlation
Total quality management system	0.28 R Squar 0.53 R	18.70	0.00	4.32	0.00	Positive

Table 05: Results of the analysis of the simple decline in the preservation of The transparency and disclosure in the Directorate of Youth and Sports in Souk Ahras

Figure 03: Results of the analysis of the simple decline in the preservation of The transparency and disclosure in the Directorate of Youth and Sports in Souk Ahras



Through the Table (05) above, we note that the coefficient of association between total quality management, disclosure and transparency is (0.53) which is positive and expulsive. The higher the degree of overall quality management, the higher the degree of disclosure and transparency, While the value was 0.28 R Squar that means: total quality management explains about 28% of the variation in disclosure and transparency, this is confirmed by the value of F (18.70) is a statistically significant value at the indicative level (0.05), indicating that the decline is positive.

Given the value (T) of 4.32, which is a statistically significant value at the indicative level (0.05), from which the zero hypothesis denying the impact was rejected and the acceptance of the alternative hypothesis H1: the application of Total quality management affects the transparency and disclosure of the Youth and Sports Directorate of the Souk Ahras. In order to enhance the level of governance of the institution, emphasis must be placed on transparency and disclosure within the Directorate, which is in line with the study of Dhouifi Hamza (2014), which concluded that the application of the principles of corporate governance is carried out through a set of mechanisms classified into internal governance mechanisms through the Governing Council and the Internal Audit Committee.

Analysis and discussion of the general hypothesis: "Overall quality management has a role in enhancing governance of the Directorate of Youth and Sports of the state of Souk Ahras at a medium level".

To conduct a simple linear regression test and to study the impact of the independent variable on the dependent, the following two hypotheses were formulated:

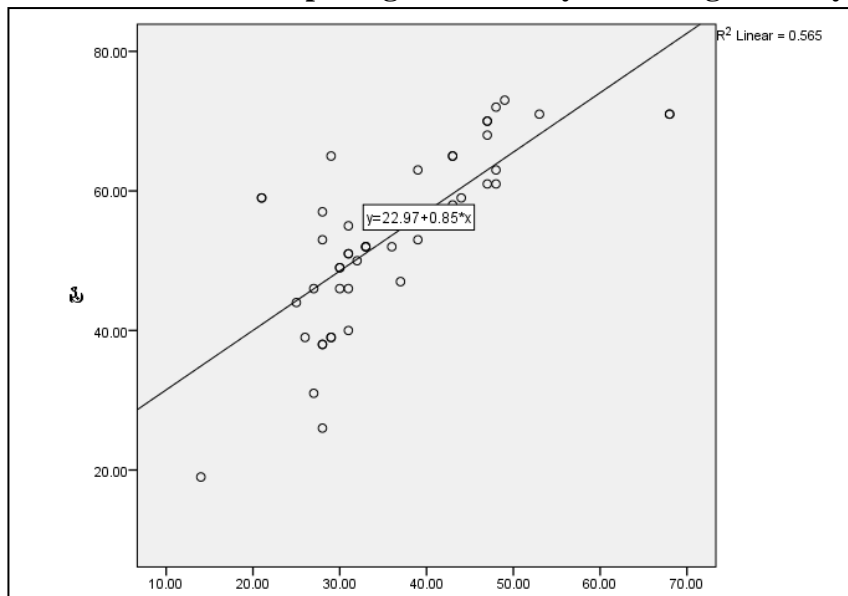
H0: There is no role of overall quality management in promoting governance of the Directorate of Youth and Sports of the state of Souk Ahras at medium level.

H1: There is a role of overall quality management in promoting governance of the Directorate of Youth and Sports of the State of Souk Ahras at a medium level.

	The governance	F value	Significance level	T value	Significance level	Type of Correlation
Total quality management system	0.28 R Squar 0.53 R	18.70	0.00	4.32	0.00	Positive

Table 06: Results of the analysis of the simple decline of enhancing governance in the Directorate of Youth and Sports in Souk Ahras

Figure 04: Results of the simple regression analysis of the general hypothesis



Through Table 6 above, we note that the coefficient of correlation between total quality management and governance principles is 0.75, which is positive and expulsive. The higher the degree of overall quality management, the higher the degree of governance principles, While the value was 0.56 R Squar, that means: total quality management explains about 56 percent of the disparity in governance principles, this is confirmed by the value of F is 62.36, a statistically significant value at the indicative level (0.05), indicating that the decline is positive.

Given the value (T) of 7.89, which is statistically significant at the indicative level (0.05), from which the zero hypothesis denying the impact was rejected and the acceptance of the alternative hypothesis (H1) of: there is a role of overall quality management in promoting governance of the Directorate of Youth and Sports of Ahras Market State at the medium level. This is consistent with the study of Hamza Al-Arabi and Iman Nwara (2016), which

found that: The management of total quality has a significant impact on the improvement of governance practices in institutions, especially with regard to the system of responsibility and managerial accountability, since there is a strong relationship between total quality management and enterprise governance, especially with regard to business procedures and the characteristics of management functions.

4. The conclusions of the study:

In this study, we discussed the role of quality management systems in promoting governance in sports institutions (field study of the Directorate of Youth and Sports of the State of Souk Ahras), and we have been reached the following results:

- The application of the Department of Total Quality affects the preservation of workers' rights in the Directorate of Youth and Sports of the State of Souk Ahras.
- The application of the Department of Total Quality affects the promotion of workers' equality in the Directorate of Youth and Sports of the State of the Souk Ahras.
- The application of the Department of Total Quality affects the promotion of transparency and disclosure of the Directorate of Youth and Sports of the State of Souk Ahras.
- The Department of Total Quality has an intermediate role in enhancing governance in the Directorate of Youth and Sports of the State of Souk Ahras.

5. Suggestions and recommendations:

- Provide all means and material and human potential to apply governance principles to raise the institution's ability to stand out and meet current challenges.
- Activating and establishing forums and courses to publicize the concept of quality management and governance and the importance of their application to sector institutions.
- Disseminate a culture of governance and establish its principles to improve the Directorate and increase its efficiency.
- Activate the control system and adopt disclosure and transparency in all transactions and positions on everyone without exception.
- Greater attention should be paid to quality management systems and their wider application in youth and sports institutions because of their usefulness and great benefit to the sector.
- The need to create a clear mechanism for accountability at different levels of administration and the need for systems to combat corruption while establishing an accountability body in youth and sports institutions.

6. Referrals and Quotations:

1. Aoussif Lakhdar, doctoral thesis entitled: Towards improving the quality of internal audit of Algerian shareholders under international corporate governance practices and applications. Study a sample of joint stock companies - SPA -, Mohamed Boudiaf University of M'sila, Algeria, 2017.
2. Ben Aishi Ammar, Applicability of the Principles of Global Quality Management in Algerian Universities Case Study of Biskra University, Research Journal, No. 14, 2014.
3. Al Hayek Nouha, Impact of Governance Application on Performance Improvement in Government Institutions, 2016, Master's Thesis, Business School, Syrian Virtual University, Syria.
4. Zawi Zayed, The Role of the Internal Working Environment in Achieving the Organizational Commitment of the Workers of the Directorate of Youth and Sports to the state of M'sila, University of Algiers 3, 2019.
5. Abdullah Al Ghanim, Department of Institutional Excellence, Ministry of Economy and Planning blog, Saudi Arabia, 2021.
6. Madjed Khader, Concept of Overall Quality, Mawdoo3 website, 2021.
7. Mohamed Awad Al-Terttori and others, Department of Total Quality in Libraries and University Information Centres, University House, Amman, E: 1, 2008.
8. Merft Hussein Al Sayed, Governance and Quality Management Systems, Cairo, 2020.
9. Alamgir, M. corporate governance: A Risk perspective, paper presented to: corporate governance and reform: paving the way to financial stability and development, a conference by the Egyptian Banking Institute, cairo, 2007.