

Organizational Performance Assessment Based on Excellence Model (EFQM) in the Fields of Staff and Customers Results

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Abstract. The main purpose of this study is to determine the performance assessment based on the staff and Customers results 'criteria which is EFQM model and also to determine their relationship with the hospital performance. The research method is descriptive – correlation and the number of the sample in this study is 203 people which are selected at random. The tool of data collection is by the questionnaire in which its validity and reliability were confirmed. The executive research method is done in two stages. The first stage is the self-evaluation of hospital performance and the second stage is the test of the hypotheses. The Analysis method in self-assessment is on the basis of the Radar-Logic and in the hypotheses test on the basis of the correlation- coefficient, factor analysis and T- test. The research results show that in the field of customers results, the amount of performance would be average and in the field of it would be low. The standards of the staff and customers results on the performance of the organization function effectively.

Key words: Quality, customers results, staff results, performance

1. Introduction

The studies show that by the lack of performance assessment system, it would be impossible to have necessary reforms in the growth, development and improvement in the organizational activities and at the end it would be led to the organizational death. Therefore, the organizational excellence model (EFQM) should be used as a powerful tool in the organizational pathology and also to determine the direction way to have an access in the quality. [1]

Nowadays, the organizations are looking for identifying ways and improvement opportunities through encouraging their strong points and reducing weak points. The Excellence model (EFQM) is one of these tools which would be very helpful and efficient in this case. This model is one of the set of the guidelines and necessities in which it should be completely carried out in any levels of organizational activities to show that the organizational Excellence should be the main goal in every organization. [2]

Today, assessment of the medical organization performance such as hospitals is in a top priority because of the following reasons: importance of services and dealing with human's life and health, increasing advances in medical science, medical high wages, increasing general knowledge and society's highly expectations from medical services. Therefore in order to increase and keeping up the quality of medical organizational services, the use of European quality management model (efqm) should be effective as the universal standard model in evaluating the medical performance. Therefore, what is the medical performance

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level according to the staff and customers criterion results (efqm model) and what is the relationship between performance and criterion is the main questions of this study?

2. EFQM Model Criteria

The European Foundation for Quality Management (EFQM) was founded by the presidency of 14 major European companies in 1988, to stimulate and assist organizations throughout Europe to participate in improvement activities leading ultimately to excellence in customer and employee satisfaction, influence society and business results, and to support the managers of European organizations in accelerating the process of making Total Quality Management (TQM) a decisive factor for achieving global competitive advantage. Until 1995, almost 60% of European organizations used the EFQM model to assess their organization. Many papers in this area have been published and each of them tried to complete this model. For example, EFQM (1999) describes the Radar Logic which is known as the heart of the excellence model. EFQM (2000) considers the aspects of Deployment and Assessment and Review within the Radar Logic. Lascelles and Peacock (1996) studied how to score the aspects of Deployment and Assessment and Review, the results of which are considered in EFQM (2000). In 2003, new edition of the model was presented which in comparison with previous edition had considerable amendments in sub-criteria and in the guidance points.

The excellence model is a management structure provides organization improvement relying on the main principles and concepts and paying attention to the main criterion of sustainable quality management and self-assessment system. In fact, Excellence means to achieve conditions which guarantee the growth activities in three dimensions of quality, innovation and improvement system in order to promote the interest level of those who are benefited inside and outside the organization such as customers, staff, investors and society. [3]

The European Foundation Quality Management is one of the models which deal with the assessment of function of an organization using a self-assessment for measuring the concepts that some of them are more and more qualitative. Consequently, complete understanding and correct usage of this model in an organization depend on the comprehensive recognition of that model and different strategies of self-assessment. The process of self-assessment on the basis of this model in an organization needs to use the experienced auditors.[4]

EFQM Model which is a non-prescriptive model has nine criteria and considered as the core of the model and the evaluating base of an organization. Five of these criteria are called Enablers; the factors strengthen the organization to reach the excellent results. Four other criteria are the results which the organization should receive them in different fields. Results are obtained by enablers and enablers are improved by the results from the feedback.[5]

The criteria in evaluating the organizational performance based on efqm model have one thousand points (five hundreds in enablers and five hundreds in results) and the higher point in an organization, the better performance. In Figure 1, the points of the criteria are shown one by one.

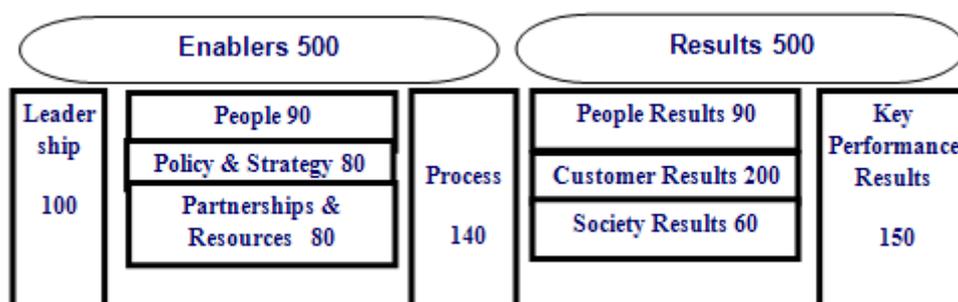


Figure 1: EFQM nine fold criteria and its points

Whatever an organization carries out, the enabler criteria covers it and whatever an organization achieve, the result criteria includes it. The results are done by executing the enablers and the enablers improve by getting feedback from the results. [2]

In this paper the results field of customers and staff were emphasized which I will explain in the followings:

A: Customers Results: the excellent organizations constantly measure and achieve the outstanding results which deal with the customers. these criteria divided into two following parts: [6]

A1- Customers' Idea, Criteria and direct results: These criteria represent the customers' idea about an organization which is obtained by the questionnaire among the customers, concentrated groups, seller's evaluation critics and suggestions.

A2- Performance Indices: These are internal indices and the organizations use them to have an understanding, prediction and performance improvement in relation with customers and prediction of the external customers' idea toward the organization.

B- People Results: Excellent organizations constantly measure the outstanding results with their human resources in order to achieve them. These criteria are divided into two following parts.[7]

B1- Staff Ideas, Criteria and Direct Results: These criteria represent the staff understanding about the organization which is investigative by questionnaires, special task group, interview and the staff orderly evaluation.

B2- Performance: These are internal criteria which an organization use them for an understanding, prediction and improvement of staff performance. In fact it could be different on the bases of the organization's goals and staff performance indices.

The aim of this study is to determine the amount of performance based on the staff and customers results fields and its relation with the organizational performance. Therefore the main question is that:

- 1- How much is the rate of the hospital performance by using EFQM in the staff and customers fields?
- 2- Is there any relation between criteria of employees and customers results and hospital performance?

The First hypothesis: There is a significant relation between staff results and hospital performance.

The Second hypothesis: There is a significant relation between customers' results and hospital performance.

3. Materials & Methods

This Research is in descriptive, correlation and factor analysis survey form. All statistical community hospital staff of Gorgan in Iran, the numbers of 430 people, 203 employees, are the sample size which are selected randomly. The data- collection tools are in questionnaires and its contents of validity and reliability by using Cronbach's 0.91 were determined. There is RADAR test logic in order to evaluate the amount of performance T- test to evaluate the hypothesis.

4. Results

In response to the first question in this research there are 101.3 points from the total 200 points of customers results and 37.4 points from the total 90 points of staff results. It shows the customers results field is in average and people results are low. Since the higher importance of customers (patients)medical services which received higher score (200) in excellence model and also staff results which have a significance role in giving services, represents that the hospital performance under study hasn't got proper position. In order to evaluate the research hypothesis I have used T-test which its results are shown in figure 1 & 2 .

Figure 1: staff & customers' results mean

| | N | Mean | Std.Deviation | Std.ErrorMean |
|----------|-----|-------|---------------|---------------|
| Customer | 197 | 68.44 | 19.08 | 1.36 |
| Pepole | 202 | 72.74 | 24.92 | 1.75 |

As you see in figure 1 the mean of results criteria is 68.44 in customers and 72.74 in staff in comparison with 50% since it is higher than 50% it would be an acceptable and proper performance.

Figure 2: T, refer to the hypothesis results criteria

| | Test Value = 65 | | | | | |
|-----------------|-----------------|-----|--------------------|--------------------|---|-------|
| | t | df | sig. (2-tailed) | Mean Difference | 95% Confidence Interval of the difference | |
| | | | | | Lower | Upper |
| Customer | 4.41 | 201 | 0.000 | 7.738 | 4.28 | 1.19 |
| People | 2.53 | 196 | 0.012 | 3.443 | 0.76 | 6.12 |

Furthermore, there is T-test evaluation and their comparison with the standard rate of 65% in which the results are shown in Table 2. The numeric value of significant level for the results criteria is 0.05 lower from the level, it means that the hypothesis are approved. It means that there is a meaningful relationship between the criteria of staff and customers results with hospital performance. Therefore, according to the findings of the hypothesis tests we can conclude that there is a tremendous emphasis on two factors of customers results as services receivers and factors of staff results as services presenters.

5. Conclusion

The main purpose of this study is to determine the performance assessment according to the staff and customers results criteria based on EFQM model and also the relation between them and hospital performance. The results show that the customers results criteria are, 101.3 points out of 200 points and the staff results are 37.4 points out of 90 points. It means that in the customers field the performance rate is in average and in the staff field it is low. And also the received results from the hypothesis assessment were confirmed, it means that the first hypothesis on customers results is based on the first hypothesis comparison test with $M = 68.44$ rate and the second hypothesis on the staff results based on the criteria comparison test with $M = 72.73$. It means that underscoring staff & customers results criteria is effective on the organizational performance.

A research has been done by Boa-Liusar & et al (2005) about the relation between enablers_criteria and results criteria in excellence model. The results show that there is a high strong relation between enablers criteria and results criteria. And also the hypothesis results which are related to the identifying the effects of enablers criteria on results criteria, show that the organizations capabilities in enablers criteria cause to have high performance results in different fields.[8]

Carillo & et al, have done a research to analyze the details in European Quality Model. This research shows the usefulness of excellence model to specify the outstanding resources and organizations' capabilities. And also it shows that the excellence model enables us to identify which part of organization could find the key- sources in order to reach to economical and competitive advantages.[9]

We come to conclusion that in the hospital under study, there is a relation between the staff and customers results criteria and its performance and also the hospital performance rate regarding these two criteria is not in appropriate state. Therefore, in an outstanding hospital there should be more contribution of the staff and customers ` satisfaction and also there should be high quality services. So that, it is suggested that in order to have an improvement in their organization in these two criteria, the medical organization management should consider the followings:

A-Suggestions in the field of customers results factors:

- 1- to determine the indices of hospital performance assessment on the basis of customers expectations.
- 2- To report the customers honesty and satisfaction levels in all the medical units constantly.
- 3- To run the effective suggestions system for patients and constant enhance and promotion.
- 4- To identify and report lost customers.
- 5- To present medical services faultlessly along with respect and proper human relation.
- 6- To run educational workshop in order to recognize the customers position and importance as a better competition privilege.

B-Suggestions in staff results fields:

- 1- to prepare the strategies of keeping hospital human resources and promotion in order to increase the honesty, satisfaction and organizations staff commitments.
- 2- To run the effective suggestions system for staff and constant feedback of enhanced performance.
- 3- To run education courses in order to promote managers and staff human skills.

Finally, these suggestions in order to be effective, are important to emphasize that since the customers results are under the influence of the quality and quantity presented services by staff of every organization especially service organization, the managers of these organization first of all should provide the proper position to improve the staff results criteria to have an improvement in organization performance in efqm model framework.

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