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Evaluating the Performance of Facilities of Pools of Mashhad Based on EFQM Model

M. Zarif^{1*}, H. Fahim Devin² and M. Khorsandi Fard¹

- 1- PHD Student, Department of Physical Education and Sport Science, Islamic Azad University, Mashhad Branch, Mashhad, Iran
- 2- Assistant Professor, Department of Physical Education and Sport Science, Islamic Azad University, Mashhad Branch, Mashhad, Iran

Corresponding Author: M. Zarif

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ABSTRACT

The purpose of this study was to evaluate the performance facilities of water in Mashhad using the Excellence Model of the European Foundation for Quality Management. This is a survey and descriptive research. The population consisted of: directors, managers and employees facilities of water in Mashhad that their number is 2,000. The sample size of 322 patients was calculated through Morgan table. In this study, self-assessment questionnaire Cooperative Management Excellence Award, based on the Excellence Model, to evaluate the performance facilities of water in Mashhad, based on the EFQM model were used. Finding showed greatest strengths, which is organization, it should be emphasized that, in the standards process and product or service and the most important weaknesses in the measures that organizations need to fix them is employees. According to the finding of research with planning the programs related to employees, productivity, effectiveness and efficiency, will be added to improve the weaknesses of the organization, and thus enhancing the business of organizations excellence model.

Keywords: *Facilities of Pool, EFQM, Mashhad.*

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INTRODUCTION

Management science scientists, relying on experience and leading successful organizations are always seeking ways to improve the situation, and moving toward excellence have been the result of research and studies, leading to the creation of tools such as 5S, BSC, ISO, SIXSIGMA, PM, CRM and each of these tools, in case use of properly, in the right time and place, can be material and immaterial countless benefits for organizations. But, according to managers ever expected, and they look to such devices, which rely on the resulting outcomes (result-oriented), the output is usually resulting from the use of this technology, is not as expected (1). But as the creation of various management techniques, organizational excellence models from the 1950s were born. Organizational excellence models Modeled after successful companies in the world, could provide a suitable framework for managing organizations in a competitive environment. The main feature of this model, the type of attitude that allows management to assess the organization can compare it with other similar organizations (2). On the other hand, models typically designed in a way that to provide the possibility of using of various techniques for the organization. On the other hand, if you look at the history of quality activities in recent history, we will realize that pay attention to the quality of goods and products, has a history of nearly a century, but until the early decades of the 80th century, the concept of quality in service was never seriously considered (3). The investigations have revealed that when high quality services can be ensured, that to meet customer expectations of service, or something beyond the expected. Marketing today is not based on production facilities, but based on the provision of customer satisfaction (4). One of the slogans repeated today is that companies and service organizations, consistently make higher than expected customer products and services to market (5). Customers who are satisfied with a supplier, it is more likely to remain loyal. The problem is that customers today demand higher quality, more services,

consistent and fit their needs and ensured. Organizational excellence means commitment to sustainable development and permanent of organization to increase customer satisfaction and continuous profitability (6). In the environment whit inclusive and supportive, all organizations, regardless of type, size, structure or amount of success in providing their corporate objectives, needs to the model be based on that model, rate measure and assess their success in achieving goals, and objectives and their business strategies including the model of excellence, the European Foundation for Quality Management Excellence Model, which many organizations in the world, especially in Europe as a good model used to manage their businesses (7). Organizers efforts to achieve a comprehensive model to evaluate, and fix the problems and disadvantages of traditional marketing, led to the introduction of Organizational excellence models, and National Quality Awards, in the leading countries, followed by the rest of the world (8). European Foundation for Quality Management model is based on this logic, which according to performance excellence with customers, employees and the community, and achieved through smart leadership, which strategy and policy planning and organization by employees, partners resources and processes to be supported. Excellence Model of European Foundation for Quality Management, a framework for evaluating the performance of organizations in both the processes and the results of them (9). Findings of the evaluation in this model, with the detection capabilities of the organization and areas for improvement, suggests the prioritized list of programs. This model is based on nine criteria has been established that the five criteria related to enablers: leadership, employees, strategy and policy, partnership and resources and processes. These criteria represent the constituent parts of the organization and how they interact with each other. The next four criteria related to organizational performance results: The results of employee, customer results, society results and key performance results. This criterion also introduces the results of the implementation of enablers. In this model, all criteria have 1000 points that 500 points empowerment, and 500 points are the results (10).

Definitions of the European Foundation for Quality Management standards include: leadership, excellent organizations have leaders that portrayed the future, and make it happen, while the typical pattern of values and ethics as act organization and always them building confidence. They are is flexible in order to ensure lasting success, enabling organizations to provision and appropriate reaction. In policy and strategy, sublime organizations, carry out its mission and aspirations, through a strategy focused on the interests of stakeholders, and taking into account the market and sector in which they operate (8). Staff, that organizations excellent, with motivation, hasten achieve to the goals of organization, and the common interests of the parties to finally deliver on the targets (6). They can upgrade their staff, and to develop justice and equality. Company sources: sublime organizations in this area also outer partnerships, suppliers and internal resources planning and management are to be supported by effective strategies and operations. Processes: how to manage and develop the organization in activities and processes designed to ensure clients and their stakeholders involved. Customer Results also means that organizations in relation to their foreign clients what they earn. Staff results, set of indicators of performance and achievements of the relevant, to determine the success rate, the deployment of strategies related to society, the environment and policy support, develop and agree upon them. Key Performance Results: excellent organization comprehensively, outstanding results related to the main components of policy and strategy, measurement and steadily to reach them. So far in the field of EFQM model much research has been done to evaluate organizations (11). Karastasy and et al in 2014, in a study as exploratory efforts of the Greek national sports federations, using the business excellence model, concluded that the key performance benchmark results, the highest average, and measure the results of the staff, the lowest, to among the nine criteria is organizational excellence (12). Yung and Xu (2004), evaluated with the use of this model. He said that with the performance evaluation based on the European Foundation for Quality Management should include the problems of staff, in recognition of their efforts, organizational design review, collaborative goal setting and staff managers, faster access to enterprise data, continuous improvement, assessment its performance relative to other departments and special attention will be paid to the implementation of the survey (13). Honary et al in 1392, in a study entitled Application of PCA in evaluating the performance of sports federations, based on the European Foundation for Quality Management approaches, concluded all the criteria of the European Foundation for Quality Management Assessment Tool, in equal measure, in the agent has been found, which can be called the enablers and the results called, involved, and in the meantime the most common factor and least common partnerships and resources and less relevant the staff was accounted (14). Review these studies and other studies have shown that most organizations with the use of European Foundation for Quality Management model, in the field of self-assessment and identify strengths, reached important results, and in the majority of the research, the use of EFQM European Foundation for quality management, has been emphasized. Following entries have been reviewed, and since facilities of water in the city of Mashhad in Iran, are leading, and due to the overwhelming of our people, the researcher has decided, to using rate Iran National Quality Award, which is redeploying last modified model of the European Foundation for Quality Management, is planned, the situation facilities of water organizational excellence in holy city of Mashhad, and the thereby to identify the current situation, assess their strengths and areas for improvement (15). Therefore main objective of this study was to evaluate the performance facilities of water in holy city of Mashhad is based on the EFQM model.

METHODOLOGY

The aim of this study was to evaluate the performance facilities of water in Mashhad using the Excellence Model of the European Foundation for Quality Management. This is a survey research, and descriptive statistics were used in this study. The population consisted of: directors, managers and employees facilities of water in Mashhad that their number is 2,000. The sample size of 322 patients was calculated through Morgan table. In this study, self-assessment questionnaire Cooperative Management Excellence Award, based on the Excellence Model, to evaluate the performance facilities of water in Mashhad, based on the EFQM model was used. This instrument is a standard questionnaire of 72 questions of organizational excellence, which research team use this tool to assess organizational excellence, in the city of Mashhad facilities of water used, and based on nine criteria. The first five criteria model of enablers (leadership, strategy, employees, companies and resources, processes and products and services) that these measures represent the constituent parts of the organization, and how they interact with each other. The next four criteria, the results of performance of the organization, which measures customer results, people results, society results, business results is formed.

FINDING

In this section we evaluate the performance of facilities of water based on the EFQM model.

Table 1. Performance of facilities of water

| | Mean | Standard Deviation | Variance |
|---|-------|--------------------|----------|
| Leadership Measure | 60.68 | 19.58 | 383.4 |
| Strategy Measure | 53.62 | 20.69 | 425.01 |
| Staff Measure | 48.65 | 20.89 | 436.59 |
| Company and Resource Measure | 57.07 | 22.5 | 5.6.14 |
| Processes and Products and Services Measure | 64.14 | 17.81 | 317.25 |
| Customer Results Measure | 57.8 | 21.88 | 478.86 |
| Results of the Staff Measure | 52.11 | 19.84 | 393.76 |
| Community Results Measure | 51.77 | 22.78 | 518.99 |
| Business Results Measure | 59.29 | 19.67 | 386.89 |

Based on the above table, the evaluation of employees in the benchmark index, the lowest, and processes and products and services index also has the most points.

Table 2. Compare the mean with mediocrity

| | Mean | Standard Deviation | T Value | Significant | Mean Difference |
|---|-------|--------------------|---------|-------------|-----------------|
| Leadership Measure | 60.68 | 19.58 | 3.92 | 0.001 | 10.68 |
| Strategy Measure | 53.62 | 20.69 | 1.24 | 0.22 | 3.62 |
| Staff Measure | 48.65 | 20.89 | -0.46 | 0.65 | -1.36 |
| Company and Resource Measure | 57.07 | 22.5 | 2.22 | 0.03 | 7.07 |
| Processes and Products and Services Measure | 64.14 | 17.81 | 5.61 | 0.001 | 14.14 |
| Customer Results Measure | 57.8 | 21.88 | 2.52 | 0.02 | 7.8 |
| Results of the Staff Measure | 52.11 | 19.84 | 0.75 | 0.46 | 2.11 |
| Community Results Measure | 51.77 | 22.78 | 0.55 | 0.59 | 1.77 |
| Business Results Measure | 59.29 | 19.67 | 3.34 | 0.001 | 9.29 |

Based on the table above It is known that leadership criteria, companies and resources, customer results and business results, good condition, and metrics strategy, employees, personnel, and community also have modestly.

Table 3. The sum of the scores Model

| The Main Criteria for EFQM | Information Criteria | Scores | Measure of |
|----------------------------|---|--------|------------|
| Enablers | Leadership Measure | 60.68 | 100 |
| | Strategy Measure | 53.62 | 100 |
| | Staff Measure | 48.65 | 100 |
| | Company and Resource Measure | 57.07 | 100 |
| | Processes and Products and Services Measure | 64.14 | 100 |
| | Total | 284 | - |
| Results | Mean | 48 | 100 |
| | Customer Results Measure | 57.8 | 100 |
| | Results of the Staff Measure | 52.11 | 100 |
| | Community Results Measure | 51.77 | 100 |
| | Business Results Measure | 59.29 | 100 |
| | Total | 220 | - |
| Total | Mean | 52 | 100 |
| | | 505 | - |
| Mean | | 49 | 100 |

Table 4. The most important strengths of the model

| The main strengths of model performance | | | |
|--|---|---------|------|
| Information Criteria | Sub Criteria | Percent | Rank |
| Process standard and the products and services | Marketing and promotion | 69.5 | 1 |
| Process standard and the products and services | Production / delivery / after sales service | 69.5 | 2 |
| Process standard and the products and services | Innovation | 68.88 | 3 |
| Business Measure Results | Compared to competitors | 67 | 4 |
| Leadership Measure | Activities and management functions | 65.5 | 5 |
| Business measure Results | Innovation | 65.5 | 6 |
| Company and Resources Measure | Sharing knowledge | 64.5 | 7 |
| Company and Resources Measure | Technology | 63.83 | 8 |

According to Table 4 greatest strengths, which is organization, it should be emphasized that, in the standards process and product or service.

Table 5. The weaknesses in the model

| The main weakness of model performance | | | |
|--|---|---------|------|
| Information Criteria | Sub Criteria | Percent | Rank |
| measure Strategy | Monitoring Strategy | 48.44 | 64 |
| measure Customer Results | Understand the logic of index changes | 48 | 65 |
| measure results Staff | Understanding Strategy / Internal Communication | 47.96 | 66 |
| measure Staff | Support | 47.4 | 67 |
| measure Strategy | Anticipate the needs of all stakeholders | 47 | 68 |
| measure Staff | Empowerment | 45.92 | 69 |
| The Society Results | Social commitments | 45.92 | 70 |
| measure Staff | Measurement and correction | 45.31 | 71 |

According to Table 5, the most important weaknesses in the measures that organizations need to fix them is employees.

CONCLUSIONS

By analyzing the organization's strengths, based on business excellence model, measure processes and products and services, with 64.16 percent of the achievement of objectives, as the strength of this collection, and measure achieving the goals of employees with 48.65 percent, as weakness and need to improve, known in the city of Mashhad facilities of water. Take on nine measures, in the business excellence model, of facilities of water in the city of Mashhad, to we can note that although on average, about 50% of the goals of these organizations has been achieved, but according to the schedule and procedures the activity, which will have a positive impact on of organizational excellence factors, should be placed on the agenda. It was found in the this study, measure processes and products and services, the highest achievement of the goals is reached, which reason may be that the Mashhad, as the hub of facilities of water has been introduced, and competition of facilities of water in this city, it has been enhancing the quality in the products and services. In this respect it may easily be said, of facilities of water in the field of products and services in Mashhad, can be a good model for the entire country and even other countries. Leadership measure by 60.86 per cent to achieve the goals, a good average compared to other criteria is allocated. Close competition, challenges, professionalism, high volume customer experience, perhaps the factors that lead in facilities of water of Mashhad city, has a high-quality encounter. As can be seen in other cities of facilities of water, the managers of these collections, as take profit of experienced consultants and managers have followed this path. Measure staff, with 48.65 percent of the achievement of the objectives, in terms of staff, of organizational excellence model criteria is weakest. Economic conditions, high costs, lack of cooperation with organizations and government whit facilities of water and compressed conditions of competition, may also be factors, which managers can not handle more employees, and raise the motivation of employees. Perhaps with further proceedings, to this criterion, and planning in this regard, of facilities of water, based on the Excellence Model, a set of higher-quality converted. Enhancing employee satisfaction, identify strategies and internal communication between employees, according to competencies, improve employee productivity, and so on, perhaps as a way of expression is important in this regard. The mean results and enablers, to we can note that the organization with proper management and principled, in the enablers, achievement to desired results in the components related to achieved results. In set points, the water sports complex in Mashhad, in EFQM self-assessment, a rating of 1000 points reached 505, compared with Mobarakeh Steel with 330 points, and Nokia with 750 points, can be said to result is good. In sub-components and sub-criteria review marketing and promotion as well as the strength of the organization is 69.5 percent. Production, delivery and after-sales service with 69.5 of the second rank in the organization's strengths, innovation in of products by 68.88% as third, with 67 percent compared to competitors as the fourth, and performance management activities fifth were detected and innovation in business results, with 65.5 percent, as the sixth, and the sharing of knowledge and technology, ranked seventh and eighth, as the following criteria are the main strengths of the organization were detected.

Also, in the following review criteria that are weak points, measured and corrected employees, with 45.31 percent, as the main disadvantage of rank a social commitment, with 45.92 percent, as the Rating two, empowerment, with 45.92 percent, as the number three, Anticipate the needs of stakeholders, by 47%, as the fourth, support staff, with 47.4 percent, as the number five, understand the strategy and communication within the staff, with 47.96 percent, as the number six, and understand logic and strategy changes, as ranked seven and eight, of the following main criteria are the weak points.

As was observed in the greatest strengths related to products and services, and also generally the most weaknesses can be seen in scores of employees. Although the conditions and atmosphere of the community and economy, as well as on the expectations of employees, is effective, but may be easily recognized, which in the series, with planning the programs related to employees, productivity, effectiveness and efficiency, will be added to improve the weaknesses of the organization, and thus enhancing the organization's business excellence model.

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