



# Performance Evaluation of Iranian Agricultural Jihad Organization (Ilam city) Using the Model of European Foundation for Quality Management

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**ABSTRACT:** Today, the role of assessment and monitoring systems is completely known in improvement and progress of organizations so the Performance evaluation is considered a basic requirement for organizations, In this regard, the EFQM model one of the all kinds of organizational Excellence models as a powerful tool in responding to these needs, has had remarkable success. The purpose of this study was to evaluate the performance of Agricultural Jihad organizations in the West Country of Iran by using excellence model of organization EFQM, Case Study: Ilam Agricultural Jihad Organization. The study's statistical population consisted of 142 staffs of the organization which between them 104 subjects as sample were selected by using Cochran's formula for second 6 month period in 2012. To collect data has been used of standardized questionnaire that exists in this field, validity of questionnaire was approved by a group of university professors and its reliability also was obtained by measured Cronbach's alpha coefficient, 0.750. Research method is descriptive, type of survey - correlated. One sample t-test was used to test the hypotheses. The results of the hypotheses (1-9) (leadership, processes, policy and Strategy, people, partnerships and resources, people results , society results, customer results and key performance results) indicate approved them. At the end of the study also offers the Ilam Agricultural Jihad Organization, is presented in order to research subject.

**Keywords:** Performance evaluation, Excellence Model EFQM, Agricultural Jihad Organization of Ilam

ORIGINAL ARTICLE

## INTRODUCTION

Organizations are always interested to evaluate that "How are they" Because it is also thought that if we know how we are we can much better planning for the future and decide that "How be we" in the future" (Najmi et al., 2009). And on the other hand with the expansion and complexity of objectives, processes and organizational structure on competitive world, those organizations can survive that must be responsive to the expectations and demands of customers and stakeholders (Abraham et al., 2010). So what located as a big question facing organizations is that by what means and how to evaluate different cases can in comprehensive form, identify all strengths and improvement fields and for their successful in the competition arenas (Bakhtiari, 2010). It must be said that it is only possible through performance measurement systems that has monitoring on the organization activities (Bozorgy, 2004). But, provided that are not traditional performance measurement systems. Because traditional methods of Performance evaluation based on give back system manager, and this method is inappropriate. But today, new systems have been

developed that can implement the same approach between different companies and organization and can provide the possibility of a relative comparison between them. Such that, with a systematic and comprehensive approach to all areas of performance of an organization consider all of inputs, performance processes, outcomes and results of the organization activities and impact of each of them on another . And it is its Organizational Excellence model (\*EFQM) (Najmi et al., 2009). Models of Organizational Excellence as a powerful tool to meet the needs of organizations has been a great success and could largely on organizational pathology, and determining direction is used for access excellence in human resources (Sadouqiyan et al., 2007). Science of management is known too early to which organizations to enter and stay in the competition is getting tighter every day should promote itself and achieve excellence. Therefore, Organizational Excellence, which has become a model that commercial and service organizations, whether public or private, are forced to improve their overall basis

\* European Foundation for Quality Management

that. And organizations as possible to obtain the model to warrant global studies and experiences are sentences to annihilation and omitted (Forghani, 2006). Introduce a model of organizational excellence have been undertaken to managerial society of our country over the past few years and faced widely welcomed by managers. Many organizations initially viewed with skepticism to that, and introduced the idea that the model has Western and foreign origin does not fit with our organizations and sometimes it was introduced as an obstacle. But gradually, after getting more familiar with this model and used them in evaluate organizations, the managers achieved to tangible results and have found now that helping it, they can define their improvement programs And with implementation that move towards excellence of their organization . Excellence model is identified as a powerful tool for identifying strengths and improvement fields of organizations and as a coherent and interconnected framework can also define the organization's management system and help managers in application of management techniques. So EFQM model is one of all kind of models of Organizational Excellence in the world, for Iranian industries and organizations is important several reasons, including the following reasons.

1) Research shows that the model in global level more than the other models is selected as a reference for national awards.

2) Since this model as the reference model is chosen in most countries, the possibility of imitate of a wide variety of organizations in several European countries have with different and features circumstances and it is easier possibility of go and visit the preeminent organizations in some these countries like Turkey for professionals in our country.

3) Our relations with European countries generally have good relations provides possibility of knowledge transference and the use of experts in this model for the Iranians organization.

4) Strong systematic approach, careful attention to the management based on organizational processes, and results-oriented EFQM model for Iranian organizations that often face serious problems in these areas, it is very useful and executable. The model that is basis of Performance evaluation and award "National Productivity Award and Organizational Excellence" in industry and mining sector in Iran is according to the EFQM model (Najmi et al., 2009).

So should be say the main issue at all organizational analysis, is performance and improvement that is require to measurement and therefore organization without Performance evaluation system, it is not

imaginable. And because of in most countries used of the EFQM model for evaluating the performance of organizations. Therefore, this model can be used to evaluate the performance of public and private organizations and companies. So, also researchers in this study have tried to evaluated performance of Ilam Agricultural Jihad Organization base on Organizational Excellence model or the 9 criteria (leadership, processes, policy and Strategy, people, partnerships and resources, people results, society results, customer results and key performance results). In other words, in this study, the researchers are trying to answer this question: how much the amount of performance of Agricultural Jihad Organization of Ilam in different areas based on Organizational Excellence Model is?

### **Theoretical Principles of Research History Performance evaluation**

In most worlds' organizations, organizational managers and leaders are always seeking to promotion and improvement their organization's performance. The word of performance means state or quality of function. According to Nani et al. (1990) Performance evaluation is the process of ensuring that an organization should pursue strategies that lead to goals. Neely et al. (1995) Performance evaluation means "the process of quantifying the efficiency and effectiveness of operations." Cardy (2004) simply, in Performance evaluation is process of making judgments about the value of observed performance. Ebrahim et al. (2010) Performance evaluation makes it possible that the organization can in path excellence, identify their status, measurement their performance and based on the results improvement of its action and involved all of their staffs in the continuous improvement process. Allen et al. (2008) argued that continuously improve performance of organizations, create tremendous force of synergy which, these forces can support growth and development of programs and Create opportunities for Organizational Excellence. Governments, organizations and institutions are apply effort forward in this case continuous improvement performance was not possible without checking and earn awareness of the amount of progress and achievement of objectives and without identify the challenges facing the organization and obtain feedback and information on amount of implementation of policies formulated and identify issues that need serious improvement. All of the above is not possible without measuring and assessment. Saadat (2006) so should say that necessity and importance of performance appraisal system in each organization to the extent that the lack

of systematic assessment of the various aspects of the organization, including: evaluating in the using of resources and facilities, goals, strategies, and ... is considered as one of the symptoms disease of Organization. Hence, each organization for awareness, the level desirability their activities, especially in flustered and dynamic environments, has need to assessment system. Rahimi et al. (2006) Therefore, the system Performance evaluation can be defined as the process of assessment, and measurement and comparison amount and the way of access to optimal situation.

**Organizational Excellence Models (EFQM)**

EFQM Foundation was established in 1989 and was approved by the Commission of Europe. In 1991, the EFQM model was shape and after that the first award Europe quality was presented in 1992, from then on, the excellence model is regularly reviewed and updated. Up to reflect the best management thinking and proven performance. However, the models Deming, Malcolm Baldrige and EFQM are the most famous model of Organizational Excellence But there are other countries that have developed for it selves a particular model. Of course developed models are often inspired by famous models mentioned. These models by providing assessment criteria provide guidelines for organizations to measured their improvement and performance in the field of quality and Organizational Excellence. Key message of Excellence Model is based on the answers to two questions: How this model can be identified as an appropriate and logical management structure? Who can play a fundamental role in the chain of communication and interaction? In the first level of this model investigate general objectives and in the next level the general objectives analysis and conversion to quantitative and measurable degrees and scale. The assessment Indicate comprehensive study, systematic and regular operations of organization, and evaluate the results of the pre-eminent model. All different sizes organizations, including governmental, charitable, military, hospitals and private companies are using this model. Some organizations are used self-assessment, for the whole organization, and others for specific departments or operational units. The model that, National Productivity Award and excellence organization has been based on 9 criteria, five criteria are enablers (leadership, policy and strategy, personals, partnerships and resources, processes) and 4 other criteria (customer results , people results , society results and key Performance results). Empowerment criteria covering what an organization does and results criteria, what an organization achieves. In other

words, the results obtained by the implementation enablers, and enablers improves by getting feedback from the results. Figure (1) shows a view of the model that the dynamics of the model is appearing. Innovation and learning be helping to improve enablers and improved them will follow better results (Mir Fakhrediny et al., 2009).

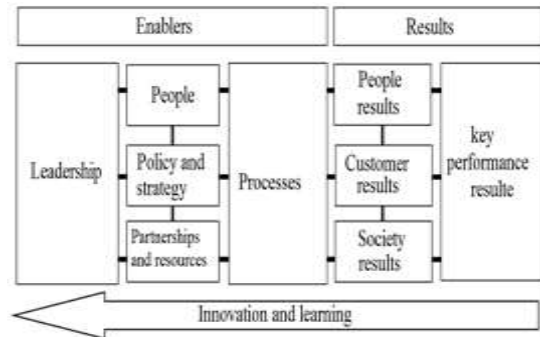


Figure1. Conceptual model of research

**Performance evaluation and Organizational Excellence Model (EFQM)**

Developments of a comprehensive and efficient mechanism of performance measurement are considered prerequisites programing and organizational strategies. In this regard have been proposed tools such as decision matrix (MCCDS), enterprise value chain and the balanced scorecard approach (BSC). The first tools limited axes of the performance of organization and further targets the financial and tangibles efficiency of organization. With the passage of time and the importance of Total Quality Management concepts and human capital, other aspects of performance measurement systems were considered. Hence, the efforts were carried out in order to search quality at all levels of the organization and all parts of the value chain, which emergence of the ISO 9000 series of standards, achievement of such a view. However, with more complex business environment organizations require more comprehensive mechanisms. Organizational Excellence model were invented with the aim of measure the macro performance of organization with a comprehensive approach to all aspects of the organization and including all stakeholders. An example of this model, the Deming Award in Asia, Malcolm Baldrige model in America, and the EFQM model, many quality awards around the world inspired by these models have been developed. Note that, because globalized range of activities of organizations and all of them have more or less similar conditions in the competition, the models in its new edition have largely converged and concepts and values that are used close to each other . In Iran this model was used according to trade and economic

cooperation with European countries and also comprehensiveness of EFQM, in designing National Productivity and organizational excellence award and organizations are using this model (Fadaei Neghad et al., 2010). Maleki et al. (2012) to investigate and offering a model for assessing organization performance in cement industry. The results showed that, the organization is in favorable conditions in aspect of components of empowerment, but it is not appropriate condition in aspects of the result of key components of performance. Faraji et al. (2012) paid to assessing performance based on, EFQM Excellence Model in the Iranian sports organizations. Results showed that nine factors of organizational excellence model, key performance results has the most effective, and results related to people has the least effect in Performance evaluation. Hassanzadeh et al. (2012) in a study paid to using two integrated approaches for the evaluation of organizational performance excellence at the National Library and Archives of Iran. The results of findings of two approach questionnaire and workshop (consensus), in this study identified that criteria of policies and strategy, partnerships and resources, people and leadership are considered respectively the strengths of the organization and criteria of processes, customers / users results, human resource results, society results and key performance results are considered respectively requiring fields to improvement the organization too. Accordingly, as the strengths and requiring fields to improvement obtained from descriptive statistics of questionnaire and workshops (consensus) were showed, it can be said the findings of the questionnaire descriptive statistics are specifying overall this point and partially the results of the workshop. Therefore, the research confirming appropriate using simultaneously questionnaires and workshop approaches for Iranian organizations, especially the libraries. Torabi Pour et al. (2011) in a study paid to self-assessing base on Organizational Excellence Model EFQM at selected hospitals in Ahwaz City. The researchers found that from studied hospitals managers' perspective should be more attention to criteria such as customer results, society results and the results of people and fields of improvement in these criteria provide in the studied hospitals. Mazloumi et al. (2011) in a study paid to optimize the Performance evaluation on Insurance Industry by using Integration Method balanced scorecard and organizational excellence. After collecting data and conducting statistical tests, integrated model was proposed to assess the performance of the insurance industry that following criteria of Organizational Excellence model have been separated in different sights of Balanced Scorecard. By

using the integrated model can be all important and essential aspects of in organization's success are considered as the main indicators to Performance evaluation. Gorgi et al. (2011) to assessing organizational performance based on excellence model (EFQM) in hospital based on staff and customer feedback. The results showed that in terms of customers the amount performance can be on average, and also standards of staff and customers is effective on organization performance. Taghizadeh Herat et al. (2011) examined the relationship between criteria of the Iranian excellence model in health care by using DEMATEL. The results showed that leadership has the greatest impact on the nine factors and key performance results are one of the most important criteria. Fadaei Neghad et al. (2010) compared the excellence of performance of large and small organizations with EFQM approach. The results showed that in enabler's criteria of EFQM model no significant difference between small and large organizations but in results criteria can be found in differences. Eghbal et al. (2009) in a research paid to application of excellence model (EFQM) with Pro forma information systems approach in evaluating the performance of human resources management at Isfahan University of Medical Sciences. Implementation of Pro forma information systems approach in this model led to the preparation of an information system of strengths and weaknesses in the 9 areas of Human Resource Management at Isfahan University of Medical Sciences. According to this and by using logic of RADAR weakness as of the improvement areas was intervention and the changes were followed. Sajjadi et al. (2008) investigated the performance of hospitals and Education-Treatment centers under the IUMS by using EFQM model. Results showed that, according to the better results of organization especially in two people results and society results criteria is necessary. In addition to it is essential culture-building, and creating the appropriate context, to do consistent and accurate self-assessment, design and providing of more training programs in this field.

### **The Hypotheses of Research**

**The Main Hypothesis:** Performance of Agricultural Jihad organizations of Ilam base on excellence model of organization is excellent.

#### **Sub Hypothesis**

Hypothesis1: performance of Agricultural Jihad organizations of Ilam is excellent in the field of organizational leadership.

Hypothesis2: performance of Agricultural Jihad organizations of Ilam in aspects of policy and Strategy is excellent.

Hypothesis3: performance of Agricultural Jihad organizations of Ilam is excellent in aspect of people.

Hypothesis4: performance of Agricultural Jihad organizations of Ilam is excellent in aspect of partnerships and resources.

Hypothesis5: performance of Agricultural Jihad organizations of Ilam is excellent in aspect of organizational processes.

Hypothesis6: performance of Agricultural Jihad organizations of Ilam is excellent in aspect of results relating to customer.

Hypothesis7: performance of Agricultural Jihad organizations of Ilam is excellent in aspect of results relating to the people.

Hypothesis8: performance of Agricultural Jihad organizations of Ilam is excellent in field of society results.

Hypothesis9: performance of Agricultural Jihad organizations of Ilam is excellent in field of related to key results of performance is excellent.

## **MATERIALS AND METHODS**

The study is descriptive – survey, the correlation type, which is among the applied research. For the literature review used library method. And to test the hypothesis used standard questionnaire of the model published by the Industrial Development and Renovation Organization of Iran that is in form of 4 options the minimum score 0 and maximum score 10, It contains 50 questions, which total of 50 questions respectively: 5 Questions of Leadership, 4 questions of policy and strategy, 5 questions of people, 5 questions in partnerships and resources, 7 questions of Processes, 9 questions of Customer Results, 5 questions of results of people, 3 question of results of society and 7 questions in the key results of performance.

Method of necessary scoring to achieve the Organizational Excellence is done also considering in Table (For Agricultural Jihad organizations of Ilam reach excellence should more than 300 points from 1000 points of standard in the model is obtain more than 0.030 of the total score). The three professors and experts, to determine validity of the questionnaire and to determine the reliability of the questionnaire was used Cronbach's alpha test, which is obtain 0.750. T-test was used to testing research hypotheses by using the SPSS software. 0.95 confidence level, if it is  $P\text{-value} < 0.05$  Assume ( $H_1$ ) confirmed and the assumption ( $H_0$ ) is rejected. The study statistical population included 142 employees of Agricultural Jihad organizations of Ilam which by simple random sampling, selected by using Cochran's formula for second 6 month period in 2012.

## **RESULTS**

### **The main hypothesis**

Performance of Agricultural Jihad organizations of Ilam base on excellence model of organization is excellent.

Considering that obtained average has been compared with the number of 300 that is at least necessary points for knowing the excellent an organization base on Organizational Excellence model and the average of The main hypothesis is more than number 300 (Considering mean difference in Table2). This indicates that the  $H_1$  assumption is accepted in other words, according 0.95 confidence level, the acceptable error level of 0.05; we can say that the performance of Agricultural Jihad organizations of Ilam is excellent.

**Hypothesis1:** performance of Agricultural Jihad organizations of Ilam is excellent in the field of organizational leadership. Considering that obtained average has been compared with the number of 30 that is at least necessary points for knowing the excellent an organization base on Organizational Excellence model and the average of Hypothesis1 is more than number 30 (Considering mean difference in Table3). This indicates that the  $H_1$  assumption is accepted in other words, according 0.95 confidence level, the acceptable error level of 0.05, we can say that the performance of Agricultural Jihad organizations of Ilam is excellent in aspect of Organizational leadership.

**Hypothesis2:** performance of Agricultural Jihad organizations of Ilam in aspects of policy and Strategy is excellent. Considering that obtained average has been compared with the number of 24 that is at least necessary points for knowing the excellent an organization base on Organizational Excellence model and the average of Hypothesis2 is more than number 24 (Considering mean difference in Table4). This indicates that the  $H_1$  assumption is accepted in other words, according 0.95 confidence level, the acceptable error level of 0.05, we can say that the performance of Agricultural Jihad organizations of Ilam is excellent in aspect of policy and strategy.

**Hypothesis3:** performance of Agricultural Jihad organizations of Ilam is excellent in aspect of people. Considering that obtained average has been compared with the number of 27 that is at least necessary points for knowing the excellent an organization base on Organizational Excellence model and the average of Hypothesis3 is more than number 27 (Considering mean difference in Table5). This indicates that the  $H_1$  assumption is accepted in other words, according 0.95 confidence level, the acceptable error level of 0.05; we can say that the performance of

Agricultural Jihad organizations of Ilam is excellent in aspect of people.

**Hypothesis4:** performance of Agricultural Jihad organizations of Ilam is excellent in aspect of partnerships and resources. Considering that obtained average has been compared with the number of 27 that is at least necessary points for knowing the excellent an organization base on Organizational Excellence model and the average of Hypothesis4 is more than number 27 (Considering mean difference in Table6).This indicates that the  $H_1$  assumption is accepted in other words, according 0.95 confidence level, the acceptable error level of 0.05, we can say that the performance of Agricultural Jihad organizations of Ilam is excellent in aspect of partnerships and resources.

**Hypothesis5:** performance of Agricultural Jihad organizations of Ilam is excellent in aspect of organizational processes. Considering that obtained average has been compared with the number of 42 that is at least necessary points for knowing the excellent an organization base on Organizational Excellence model and the average of Hypothesis5 is more than number 42 (Considering mean difference in Table7).This indicates that the  $H_1$  assumption is accepted in other words, according 0.95 confidence level, the acceptable error level of 0.05; we can say that the performance of Agricultural Jihad organizations of Ilam is excellent in aspect of organizational processes.

**Hypothesis6:** performance of Agricultural Jihad organizations of Ilam is excellent in aspect of relating to costumer results. Considering that obtained average has been compared with the number of 60 that is at least necessary points for knowing the excellent an organization base on Organizational Excellence model and the average of Hypothesis6 is more than number 60 (Considering mean difference in Table8).This indicates that the  $H_1$  assumption is accepted in other words, according 0.95 confidence level, the acceptable error level of 0.05, we can say that the performance of Agricultural Jihad

organizations of Ilam is excellent in aspect of relating to costumer results.

**Hypothesis7:** performance of Agricultural Jihad organizations of Ilam is excellent in aspect of results relating to the people. Considering that obtained average has been compared with the number of 27 that is at least necessary points for knowing the excellent an organization base on Organizational Excellence model and the average of Hypothesis7 is more than number 27 (Considering mean difference in Table9).This indicates that the  $H_1$  assumption is accepted in other words, according 0.95 confidence level, the acceptable error level of 0.05, we can say that the performance of Agricultural Jihad organizations of Ilam is excellent in aspect of results relating to the people.

**Hypothesis8:** performance of Agricultural Jihad organizations of Ilam is excellent in field of society results. Considering that obtained average has been compared with the number of 18 that is at least necessary points for knowing the excellent an organization base on Organizational Excellence model and the average of Hypothesis8 is more than number 18 (Considering mean difference in Table10).This indicates that the  $H_1$  assumption is accepted in other words, according 0.95 confidence level, the acceptable error level of 0.05, we can say that the performance of Agricultural Jihad organizations of Ilam is excellent in aspect of society results.

**Hypothesis9:** performance of Agricultural Jihad organizations of Ilam is excellent in field of related to key results of performance is excellent. Considering that obtained average has been compared with the number of 45 that is at least necessary points for knowing the excellent an organization base on Organizational Excellence model and the average of Hypothesis9 is more than number 45 (Considering mean difference in Table11).This indicates that the  $H_1$  assumption is accepted in other words, according 0.95 confidence level, the acceptable error level of 0.05, we can say that the performance of Agricultural Jihad organizations of Ilam is excellent in aspect of related to key results of performance is excellent.

**Table1.** Points necessary for achieving Organizational Excellence

Criteria (hypotheses)	Points necessary for each criteria, for achieving Organizational Excellence	Percent for criteria	Points criteria in model
Leadership	30	0.030	100
Policy and Strategy	24	0.030	80
People	27	0.030	90
partnerships and resources	27	0.030	90
Processes	42	0.030	140
Customer results	60	0.030	200
People results	27	0.030	90
Society results	18	0.030	60
Key performance results	45	0.030	150
<b>Total Points</b>	<b>300</b>	<b>0.030</b>	<b>1000</b>

**Table 2.** One-Sample Test of The main hypothesis

Hypothesis Verification	One-Sample Statistics							Test Value =300		
	N	Mean	SD	SD Err.	T value	DF	Sig.	Mean Difference	0.95 Confidence Interval of the Difference	
									Lower	Upper
H <sub>1</sub>	104	399.9	68.72	6.74	14.8	103	0.000	99.85	86.5	113.2

**Table 3.**One-Sample Test

Hypothesis Verification	One-Sample Statistics							Test Value =30		
	N	Mean	SD	SD Err.	T value	DF	Sig.	Mean Difference	0.95 Confidence Interval of the Difference	
									Lower	Upper
1 H <sub>1</sub>	104	39.3	13.64	1.383	6.94	103	0.00	9.279	6.66	11.93

**Table 4.** One-Sample Test

Hypothesis Verification	One-Sample Statistics							Test Value =24		
	N	Mean	SD	SD Err.	T value	DF	Sig.	Mean Difference	0.95 Confidence Interval of the Difference	
									Lower	Upper
2 H <sub>1</sub>	104	31.54	5.57	0.545	13.8	103	0.00	7.54	6.46	8.62

**Table 5.** One-Sample Test

Hypothesis Verification	One-Sample Statistics							Test Value =27		
	N	Mean	SD	SD Err.	T value	DF	Sig.	Mean Difference	0.95 Confidence Interval of the Difference	
									Lower	Upper
3 H <sub>1</sub>	104	35.87	15.08	1.48	5.99	103	0.00	8.87	5.93	11.80

**Table 6.** One-Sample Test

Hypothesis Verification	One-Sample Statistics							Test Value =27		
	N	Mean	SD	SD Err.	T value	DF	Sig.	Mean Difference	0.95 Confidence Interval of the Difference	
									Lower	Upper
4 H <sub>1</sub>	104	33.30	15.63	1.53	4.11	103	0.00	6.30	3.26	9.34

**Table 7.** One-Sample Test

Hypothesis Verification	One-Sample Statistics							Test Value =42		
	N	Mean	SD	SD Err.	T value	DF	Sig.	Mean Difference	0.95 Confidence Interval of the Difference	
									Lower	Upper
5 H <sub>1</sub>	104	55.57	20.49	2.01	6.75	103	0.00	13.57	9.58	17.55

**Table 8.** One-Sample Test

Hypothesis Verification	One-Sample Statistics							Test Value =60		
	N	Mean	SD	SD Err.	T value	DF	Sig.	Mean Difference	0.95 Confidence Interval of the Difference	
									Lower	Upper
6 H <sub>1</sub>	104	75.79	17.32	1.70	9.30	103	0.00	15.79	12.42	19.16

**Table 9.** One-Sample Test

Hypothesis	Hypothesis Verification	One-Sample Statistics							Test Value =27		
		N	Mean	SD	SD Err.	T value	DF	Sig.	Mean Difference	0.95 Confidence Interval of the Difference	
										Lower	Upper
7	H <sub>1</sub>	104	43.58	19.56	1.92	8.64	103	0.00	16.58	12.77	20.38

**Table 10.** One-Sample Test

Hypothesis	Hypothesis Verification	One-Sample Statistics							Test Value =18		
		N	Mean	SD	SD Err.	T value	DF	Sig.	Mean Difference	0.95 Confidence Interval of the Difference	
										Lower	Upper
8	H <sub>1</sub>	104	26.40	16.74	1.64	5.12	103	0.00	8.40	5.15	11.66

**Table 11.** One-Sample Test

Hypothesis	Hypothesis Verification	One-Sample Statistics							Test Value = 45		
		N	Mean	SD	SD Err.	T value	DF	Sig.	Mean Difference	0.95 Confidence Interval of the Difference	
										Lower	Upper
9	H <sub>1</sub>	104	58.53	23.53	2.31	5.86	103	0.00	13.53	8.95	18.10

## DISCUSSION

Conclusion in subject with vastness and extent of the measures opinions of staffs of Agricultural Jihad organizations of Ilam which perform in a range and territory is not a simple task. However In this study was tried all of scientific principles of research be adhered to access in reliable findings but certain conclusions on this subject requires extensive research at the national level or abundant regional researches. However, the results of this study are very interesting and can be considered as a guide for future research. Main and subsidiary hypotheses (first to nine) states that performance, of Agricultural Jihad organizations of Ilam Based on EFQM model (leadership, processes, policy and Strategy, people, partnerships and resources, results of employees, society results, customer results, and key performance results) is excellent. In other words research findings showed that 9 factors in EFQM model (leadership, processes, policy and Strategy, people, partnerships and resources, results of employees, society results, customer results and key performance results) considered to as factors in Performance evaluation of Agricultural Jihad organizations of Ilam. The results of this study, are in line with findings of : Maleki et al. (2012), Faraji et al. (2012), Hassanzadeh et al. (2012), Torabi Pour et al. (2011), Mazloumi et al. (2011), Gorgi et al. (2011). Taghizadeh Herat et al. (2011), Fadaei Neghad et al. (2010), Sajjadi et al. (2008).

## Suggestions

Study suggestions is presented in two parts, the first part contains practical suggestions research to

improve Organizational Excellence model in Agricultural Jihad organizations of Ilam and the second part is includes suggestions for future research.

### Suggestions originating from the **first hypothesis**

1. With customers, especially the key customers are constantly interacting.
2. Encouraging in staff's competition feeling and diversity of job rotation.
3. To value the division of tasks, and want staffs performances based on the type of responsibilities.
4. In the organization create an atmosphere which customers and staff to understand that their problems are important.

### Suggestions originating from the **secondary hypothesis**

1. Codification policy and strategy based on the present and future needs of stakeholders
2. To follow changes of policy and total strategies and according to work in its areas.
3. Formulate and implement policy and strategy based on information obtained from performance measures and learning researches and external related activities.

### Suggestions originating from the **Third hypothesis**

1. Between staff and managers be a friendly relationship and mutual trust.
2. Staffs are completely underway information and demands of organization and customers.
3. Using the talents and capacities and opinions of staff in the organization programs.



4. Encourage and appreciation staff for their performance in the organization.

Suggestions originating from the **fourth hypothesis**

1. Identify opportunities to attract resources for the organization
2. Attempt to match costs (loans and facilities) in accordance with the location of grant them.
3. Trying to create a partnership and continuous contact with companies and organizations that are permanently in contact with the organization.

Suggestions originating from the **fifth hypothesis**

1. According to new ideas in the design process to further increase customer satisfaction and Observance the principles in this area.

Suggestions originating from the **sixth hypothesis**

1. Clarity in communication and accountability to customers and efforts to meet customers with unique services
2. Increased line staff morale, and attention to solve their problems in order to help their better interaction with customers
3. Exist the Box of complaints and suggestions of customers in organization
4. Providing appropriate and constructive manner with customers, especially in the first call.
5. Using various circulars to provide more and more diverse customer demands.

Suggestions originating from the **seventh hypothesis**

1. Delegating to employees for doing entrusted tasks
2. Create a stress-free workspace and convenient in terms of safety and health
3. Create training classes in organization level and use of expert staff to train other staff
4. Increase understanding of staffs to the organization system through applied training

Suggestions originating from the **Eighth hypothesis**

1. Detailed informing about the types of facilities and services to the community and excellence indicators to the same organization
2. Granting employment facilities, in order to increase the welfare of society
3. Receiving feedback of society, about performance of Agricultural Jihad organizations of Ilam, and having considered it in programs and interaction

Suggestions originating from the **Ninth hypothesis**

1. Trying to optimize the use of resources in granting facilities to customers
2. Cost savings, including office supplies, electricity, water
3. The proper use and timely servicing of office equipment

4. Assist with research and to collect and analyze the results of it in order to improve performances

**Suggestions for future research:**

1. It is suggested that researchers with this model (EFQM) pay to evaluate the performance of relevant organization in the future and to compare its results with the results of this study.
2. In this study was conducted to assess the performance based on the EFQM model Therefore it is suggested that will use another model, which is in this context.
3. It is suggested, that researchers before assessment its studied organization based on EFQM model to make sure that relevant staff setter required course of this model and are familiar with this model.

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