



Evaluation of the Islamic Azad Universities of East Gillan Using Organizational Excellence Model of EFQM

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ABSTRACT: In this research, firstly, excellence model of EFQM briefly introduced, and then some of the same activities in some universities and higher education institutions in other countries in the implementation of the Excellence Model of EFQM and self-evaluation procedures are discussed and the results obtained from performance of the model and self-evaluations are considered to show the positive effects of the model implementation in the academic processes. The population of the research is presidents, vice presidents and other senior positions of the Islamic Azad Universities of East Gillan during the academic year 2013 who were 362 people and using stratified random sampling 180 subjects were selected. For data gathering, a questionnaire was used. A value estimated by Cronbach's alpha was 0.86 for all aspects of this question. Results of investigating the research questions has shown that the status of organizational excellence at the Universities of East Gillan was significantly lower than points considered both in the organizational excellence model of EFQM and the theoretical mean and these universities have not effectively adhered to characteristics of organizational excellence. Moreover, in each of the component areas of the enablers and results, the status is not desirable and is less than the theoretical mean.

Keywords: Model of EFQM, Self-evaluations, Islamic Azad Universities of East Gillan

ORIGINAL ARTICLE
Received 14 Feb. 2014
Accepted 25 Jul. 2014

INTRODUCTION

The organizational excellence model of EFQM was introduced in 1992, is a framework for performance evaluation for the European Quality Prize. Configuration of EFQM is more focused on European organizations, but nowadays has become the basis for other areas nations for awards of the quality. Principles of The organizational excellence model of EFQM, Continuously focuses on improving results and its purpose is to create favorable conditions and working environment and also provide better service to customers in terms of quality. Nine standards on this model, the following items are included: 1- Leader 2- Strategy and Policy 3- Employees 4 -participants 5- process 6- customers 7- employees 8- Opinion of society 9- Results of Performance Evaluation (Najmi, 2007)

Problem Statement

Every organization, regardless of type, size, structure or degree of success in meeting its goals, needs to model upon which evaluates and measures its success rate in achieving the goals and strategies of their business. (Izadi, 2013) Therefore, we examined this issue what effect will have the use of the model in the organizations of Islamic Azad Universities of East Gillan and will had discussed more fully about evaluate this model of excellence. The main objective of this study was to establish the context for the acceptance of organizational excellence models according to executable approaches of the model in

universities and higher education institutes; that means providing a systemic perspective to understand the culture of excellence and performance evaluation in universities and institutes of higher learning and how is situation of the Islamic Azad Universities of East Gillan using the Organizational Excellence Model of EFQM?

The Importance and Necessity of the Research

Unfortunately, since the country's universities are reluctant to move in the direction of Excellence systematically through available excellence models. Surveys taken during the interviews with relevant authorities and refer to the bases of information of Ministry of Science, Research and Technology, the Central Organization of Islamic Azad University, University of Payam Noor University of Science - Applied, no record of excellence in the use of internal models was found. (Bani Davoodi, 2011) It is noteworthy that in the list of articles and theses of the universities of country at all master's and doctoral degrees in all fields of industrial engineering graduate, management, and the other similar article has not been observed any article with this title. On the other hand with increasing growth of the college population of country, including university students, professors and university employees and also increase the capacity of the various units of the university, it seems to be being essential to have a model of excellence in

universities and relying on it as criteria to evaluation and comparison of academic units.

Research Objectives

The main objective: Investigate the status of the Islamic Azad Universities of East Gillan using organizational excellence models of EFQM.

The Sub- objective: Investigate the status of enablers at the Islamic Azad Universities of East Gillan on the basis of organizational excellence model criteria of EFQM. Investigate the status of the Islamic Azad Universities of East Gillan given to organizational excellence model criteria of EFQM. Prioritize each of the components of the organizational Excellence Model of EFQM at the Azad Universities of East Gillan

Special Research Questions

The main Specific research question: How is the status of the Islamic Azad Universities of East Gillan using organizational excellence models of EFQM?

Special Sub-Question of the Research

How is the status of the enablers at the Islamic Azad Universities of East Gillan given to organizational excellence model criteria of EFQM?

How is the status of the results at the Islamic Azad Universities of East Gillan given to organizational excellence model criteria of EFQM?

How is the priority of each of the components of organizational excellence model of EFQM at the Islamic Azad Universities of East Gillan?

The standards of excellence model of EFQM

Leadership: has created a leaders, mission, vision, values and ethos of the organization and play the role of models in culture of excellence. Policy and strategy are established based on the current and future needs and expectations of stakeholders. Employee: the excelled organizations manage and improve all its human resource potential at the individual, a team and organization and benefits it.

Partnerships and Resources: external trade cooperation is managed.

Processes: the excelled organizations manage and plan external partnerships, suppliers and their internal resources in order to support policy and strategy and the effective implementation.

Customer results: the excelled organizations comprehensively measure outstanding results related to their customers and get them. Employees' results are used to maintain, understand, predict and improve organizational performance and predict their perceptions by the organization.

The result of society: the excelled organizations comprehensively measure outstanding results related to their customers and achieve them.

Key results of performance: the excelled organizations comprehensively measure outstanding results related to the main components of strategy and policy and achieve them (Johnson, 2009).

Objectives of the organizational Excellence Model

This model is a practical tool that can be used in the following areas:

1. A way to find and become familiar with the best practices of other organizations
2. A guide to identify improvable areas
3. A basis for establishing a common language and thinking.
4. A structure for management system of organization (Johnson, 2009).

Necessity of the organizational excellence in universities of East Gillan

Higher education system in the past two decades in terms of student population, representing a growth of college, while the quality of universities has been neglected. Pressures from the major stakeholders, including students, government and other institutions related to educational issues, was cause looking to improve their productivity and efficiency in order to meet the satisfaction of their stakeholders. Therefore, higher education institutions seeking to increase their quality, expanded comprehensive quality management programs and performed formal self-evaluation approaches, periodically (Horri, 2009). The organizational excellence model is a systematic framework for evaluating the performance of the Islamic Azad Universities of East Gillan in two area of processes and results of this process. The gains resulting from the evaluation of this model is the Islamic Azad Universities of East Gillan strengths and offered its improvable fields that are prioritized as list of programs to achieve improvements. But not using this type of Excellence Model is also has a consequences that leads to failing to properly execute processes in the Islamic Azad Universities of East Gillan and consequently inappropriate nature of this organization.

Background of the Research

Research conducted in Iran: Izadi et al. (2013) in a research entitled investigate the amount of students' satisfaction with regard to customer results standard of EFQM model (Case study of Mazandaran University) mentioned that the results obtained in this way, shows

it is only about 40 percent of people announced their satisfaction from provided educational services, and among the colleges of Law and Political Science college and among departments the Political Science department were more customer-centered than other departments.

Beik Zadeh (2012). in a research entitled as the deployment of the organizational excellence model of EFQM at the Islamic Azad University of Qom mentioned that if processes are designed so that students at the start of school does not receive the required amenities, at the same time certainly will not end up a satisfied customer.

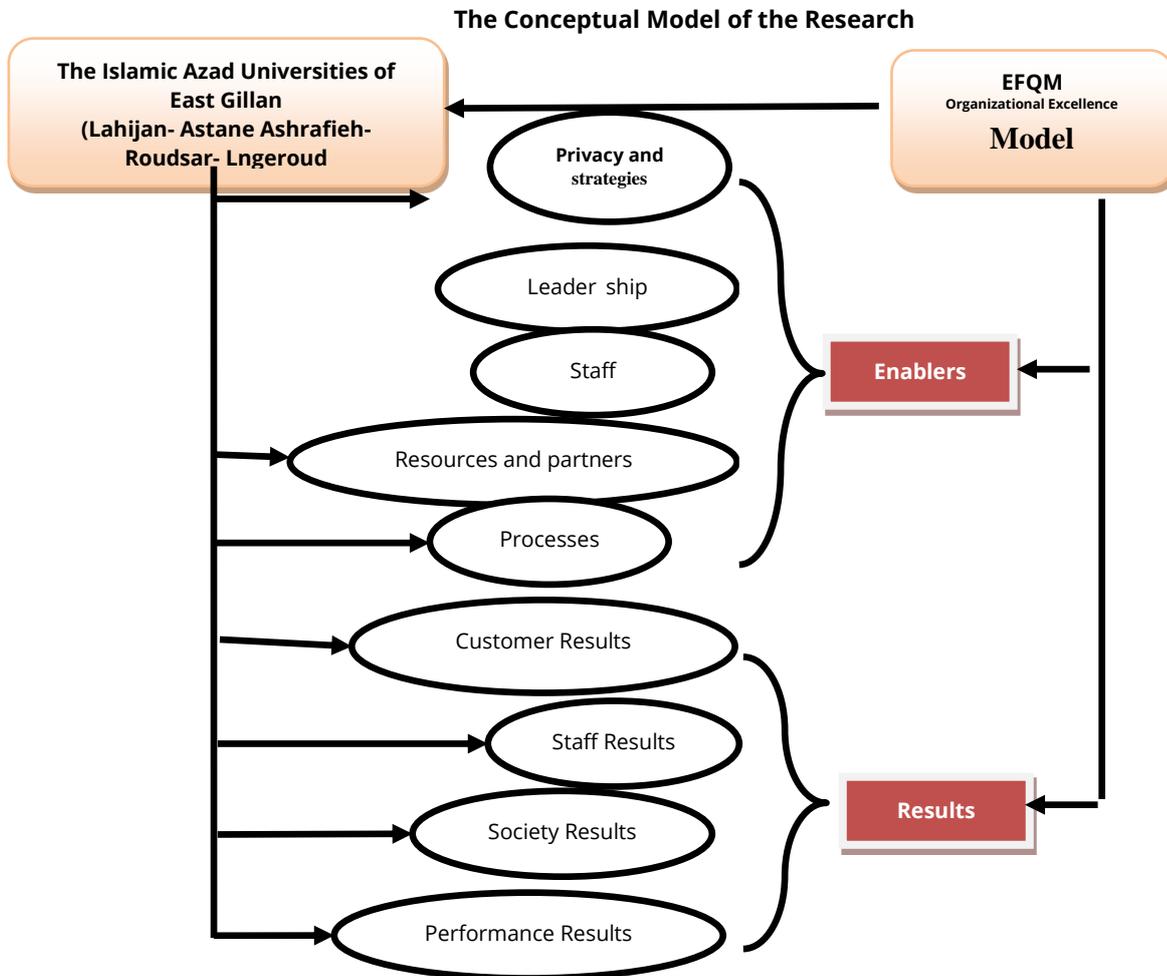


Figure 1.

MATERIAL AND METHODS

As the present study seeks to examine the current state of the Islamic Azad Universities of East Gillan using the organizational excellence model criteria of EFQM, can be placed the method of the study among descriptive research and a survey in terms of data collection. Moreover, in terms of the research objectives, it is an applied.

The study population

The population for this study included all of the staff of the Islamic Azad universities of East Gillan,

(including the presidents and vice-principals, professors and staff).

Sampling method and sample size determination

In the present study, a stratified random sampling is done. The classes' selection have been specified based on organizational position of each of individual. Thus 180 cases have been selected among all of the staff of the Islamic Azad universities of East Gillan on the basis of this method. Distribution of the samples in the classes is as follows: 5 peoples were presidents, 25 men were directors and deputy and 150 cases were experts. In this study the sample size

has been determined using Cochran's formula. Given that the target population is defined and limited, sample size estimation was performed using Cochran formula. Formulas and parameters used in volume estimation is shown as follow:

$$n = \frac{Nt^2 pq}{Nd^2 + t^2 pq}$$

N= total of staff including 362 samples

S=0.5 the standard deviation

T=1.64

d=0.05 the probability of error

Thus the sample size was estimated using the above formula that is equal to 183. (Anderson, 2010)

Data gathering tool

One of the most common methods of data collection is questionnaire method that it makes possible large scale data collection. In descriptive studies and also the researches that includes a lot of geographic range or have a large population and sample the questionnaire method are used, commonly. Instrument for collecting data is a standardized questionnaire of organizational Excellence Model based on two field of empowerment and results, that the field of enablers is including components, policies, strategies, staffs, partnerships and resources, processes, and domain of results include customers, employees, society and the performance. This questionnaire consists of 140 items that is set with the scale to 10 degrees.

Notably, in scoring of questionnaire the number 1 means very poor and 10 means excellent for the item. Well above that, in determining the final score on this scale, a score for each component should be multiplied by the weight be assigned it and the final score is calculated.

The data collection method

In this study, the research data collection ways are include:

A) The Library Methodology: in this study, the books and scholarly articles and journals in libraries and web sites are used to gather information and background of the research and the literature.

B) Field Methods: This field refers to the ways in which the researcher to collect data is forced to go outside or refer to the tools and the environment and to communicate directly with them, to collect the needed information.

In this research, after determining the sample size, all the questionnaires in person and with provide adequate explanations regarding the necessity of grading and accuracy and integrity in accountability has been given to the responsive, and after the completion, were collected.

RESULTS

How performance of the Islamic Azad Universities of East Gillan is based on the organizational excellence model criteria of EFQM?

The final score obtained from the field of enablers is equal to 273.21, which is lower than desired points to a score of 226.79 in the model of EFQM. Also, in the field of the results, the score obtained from the sample group is equal to 281.30, which is lower than desired points to a score of 218.70 in the model of EFQM.

An average Obtained from total score is equal to 5.75 in the organizational resources excellence model in the sample group that it is lower than the theoretical mean to a score of 1.24. The obtained value of t is equal to -8.26 that is significant at the level $P \leq 0.01$. According to that the standard amount is greater than the mean of the sample group, so we can say with 99% confidence that the status of the Islamic Azad Universities of East Gillan in regard to excellence model based on organizational resources excellence model has been considered less than the standard level. To determine the status of the Islamic Azad Universities of East Gillan, a total score for each field of enablers is equal to 273.21, which is lower than the desired score in the model of EFQM to a score of 226.79.

In the scope of the results, too, the scores obtained from the sample group is equal to 281.30 that is lower than a desired score of EFQM model to a score of 218.70. the scores difference of each component and the criterion points of EFQM model is high. Therefore also important to note that this population is not paying full attention to the model and universities are not trying to apply this model of excellence As Izadi et al. (2013).

How is enablers' performance in the Islamic Azad Universities of East Gillan on the basis of organizational excellence model criteria of EFQM?

To determine the status of the Islamic Azad Universities of East Gillan, a total score related to the field of enablers through the point of each components of this field have been specified. For the leadership component the average obtained from the sample group is equal to 5.77 which has been multiplied by 10 (weight of criteria). Thus, the final score obtained from this benchmark is equal to 57.79. Figure obtained from leadership component is lower than the desired score in the EFQM model to a score of 42.21.

About the component of policy and strategy, the points earned form the sample group is lower than the desired point of model to a score of 33.74. For component of the staff the score difference reached to a score of 43.61 and for the resources and partnership it is 42.31 while for the process, there is a distance of 64.92.

Difference scores of each component is high than the standard score in the model of EFQM. Figure 7 (as the lower bound of the level of the high scores) has been selected as the theoretical mean. Results of this study are reported in Table 4. Average obtained from the field of organizational Resource Excellence Model enablers in the sample group is 5.47, which is lower than the theoretical mean to a score of 1.52. The

obtained value of t is -8.69 that is significant at the level of $P \leq 0.01$. Since the standard amount is greater than the mean of the sample group, so we can say with 99% confidence that the status of the Islamic Azad Universities of East Gillan about field of enablers in the organizational resource excellence model has been considered significantly less than the standard amount.

Table 1. The final scores obtained from each of the fields of the Organizational Excellence Model of EFQM

criteria name	sum of the obtained Scores of components	criteria score from 1000	weight of criteria	Distance of university points to FQM points
Enablers	273.21	500	50%	226.79
Results	281.30	500	50%	218.70
total score	554.51	1000	100	445 0.49

Table 2. Total mean difference significance in the model of EFQM and the theoretical average

Groups	Average	Average differences	Degrees of freedom	value t	Significance level
Sample group	5.75	- 1.24	179	- 8.26	0.0001
Standard	7				

Table 3. The final scores obtained from each of the criteria of the enablers field

Row	Type of criteria	name of criteria	the obtained Average Score	weight of criteria	criteria score from 1000	the Final score of criteria	Distance of university points to FQM points
1	Enablers	Leadership	5.77	10%	100	57.79	42.21
2		Policies and Strategies	5.78	8%	80	46.26	33.74
3		Staff	5.15	9%	90	46.39	43.61
4		Resources and Partners	5.29	9%	90	47.69	42.31
5		Processes	5.36	14%	140	75.08	64.92
Total points earned within the Enablers				50%	500	273.21	226.79

Table 4. Total mean difference significance in the model of EFQM and the theoretical mean

Groups	Average	Difference of the averages	df	t	Sig.
Sample	5.47	-1.52	179	-8.69	0.0001
theoretical Average	7				

So Mir Fakhredini (2011) with similar conclusions expressed that organizations to move towards excellence, inevitably establish the new management systems. Leadership of the organization, strategic planning, improvement of employee satisfaction and optimal use of resources and to develop and application process including factors that designing and implementing programs of improvement associated with them can be driven organizations in order to growth and evolve. However, Kach (1999) noted the university staff in higher education tends to work individually as a collective. In higher education, the persons who work individually get a higher ranking than their colleagues who have a group job.

Values t Obtained from all components is Significant at level $P \leq 0.01$. Since the standard amount is greater than the mean of the sample group, so we

can say with 99% confidence that the status of the Islamic Azad Universities of East Gillan in the components of leadership, policy, the staff, resources and processes has been considered significantly lower than standard amount.

In the fields of enablers, the five components of leadership, policy and strategy, the staff, partnerships and resources and processes have included. In leadership component, the average obtained from the sample group is 5.77 and thus, the final score obtained from these criteria is equal to 57.79. The figure obtained from the leadership component is lower than the desired points of EFQM model to a score of 42.21 and in the other components of the enablers field, distance to the points of the model is important. In the component of strategy and policy, the points obtained from the sample group are lower than the desired points of the model to a score of

33.74. The difference of scores in the staff component was 43.61 and in the resources and partners it was 42.31, while the difference of scores in the process is equal to 64.92. As you can see, the difference scores between each component and criteria points in model of EFQM is high.

Average obtained from the enablers' field in the organizational Resource Excellence Model in the sample group is 5.47, which is less than theoretical average to a score of 1.52. The obtained value of t is -8.69 that is significant in the level of $P \leq 0.01$. Since the standard amount is greater than the mean of the sample group, so we can say with the 99% confidence that the status of the Islamic Azad Universities of East Gillan in the field of enablers for organizational resource excellence model has considered significantly lower than the standard amount.

How is performance of the results for the Islamic Azad Universities of East Gillan based on the criteria of organizational excellence model of EFQM?

Average obtained from the field of results in organizational Resource Excellence Model for the sample group is 5.62, which is lower than the theoretical mean to a score of 1.37. The obtained value of t is -8.17 that are significant at the level of $P \leq 0.01$. Since the standard amount is greater than the mean of the sample group, so we can say with 99% confidence that the status of the Islamic Azad Universities of East Gillan about field of results in the organizational resource excellence model has been

considered significantly less than the standard amount.

Values of t Obtained from all components is meaningful at the level of $P \leq 0.001$. Since, the standard amount is greater than the mean of the sample group, so we can say with 99 % confidence that the status of the Islamic Azad Universities of East Gillan in the components of the customer, the staff, society and the key results of performance significantly have been considered less than the standard amount.

There are four components of customer results, employee results, society results and key results of performance in the field of the results. To determine the status of the Islamic Azad Universities of East Gillan, total score of the results field through the points related to each of these field components have been specified. In the component of customer results, the average obtained from the sample group is equal to 5.56 which has been multiplied by 20 (the weight of the criteria). Thus, the final score obtained from the criteria is equal to 111.33. Figure obtained from component of customers results, is lower than the desired scores of the EFQM model to the extent of 88.67. Faraj (2009) also stated that the quality of the management of the libraries is very lower than an average and in terms of "Enablers", departments, procedures and mechanisms designed to field of leadership, policy, personnel, resources and processes involved in the management field, they have been activate with a quality that is desirable only about 35%.

Table 5. Mean difference significance of enablers' components in the model of EFQM and the theoretical mean

Groups		Average	Difference of the Means			Sig.
Leadership	Sample Group	5.77	-1.22	179	-6.49	0.0001
	Theoretical Average	7				
Policy	Sample Group	5.78	-1.21	179	-6.91	0.0001
	Theoretical Average	7				
Staff	Sample Group	5.15	-1.84	179	9.60-	0.0001
	Theoretical Average	7				
Resources	Sample Group	5.29	-1.70	179	-9.21	0.0001
	Theoretical Average	7				
Processes	Sample Group	5.36	-1.63	179	-8.66	0.0001
	Theoretical Average	7				

Table 6. The final scores obtained from each of the criteria for the results field

Row	Type of criteria	Name of criteria	the obtained Average Score	weight of criteria	criteria score from 1000	the Final score of criteria	Distance of university points to FQM points
1	Results	Customer Results	5.56	20 percent	200	111.33	88.67
2		Personnel results	5.42	9 percent	90	48.86	41.14
3		Society Results	5.71	6 percent	60	34.28	25.72
4		Key results of performance	5.78	15 percent	150	86.83	63.17
The total points earned from the field of results				50 percent	500	281.30	218.70

Table 7. Total mean difference significance of the results field in the model of EFQM and the theoretical mean

Groups	Average	Mean difference	df	t	Sig.
Sample	5.62	-1.37	179	-8.17	0.0001
Theoretical Average	7				

Table 8.

	Groups	Difference of Average	Mean difference	df	T	Sig.
Customer Results	Sample group	5.56	-1.43	179	-7.77	0.0001
	theoretical Average	7				
Personnel Results	Sample group	5.42	-1.57	179	-8.71	0.0001
	theoretical Average	7				
Society Results	Sample group	5.71	-1.28	179	-7.34	0.0001
	theoretical Average	7				
Performance results	Sample group	5.78	-1.21	179	-6.90	0.0001
	theoretical Average	7				

How is priority for each of the components of the organizational Excellence Model EFQM in the Islamic Azad Universities of East Gillan?

The mean related to each component within the range from 1 to 10 and based on the number of questions of each component has been determined. Averages ratings obtained for each factor, in order the importance which the people participated in the sample group are attached to it, are presented in Table. The figures contained in the table above show a difference between the averages obtained. According to employees' opinions of the Islamic Azad Universities of East Gillan, the average obtained in the components of the policy and the key results of performance have the greatest influence for organizational excellence in

the universities. The components of leadership, society results, customers' results and employees' results are next in the rankings. The components of processes, resources and partners as well as employees have a minimum impact on organizational excellence at the universities. They were also expressed with respect to the results obtained for increase customer- orientation, holding workshops of the customer-service and increase communication with customers seems essential. But, it can be said that providing necessary facilities to improve organizational aspects in addition to may be led to create favorable conditions for organizations and employees, may be included a necessary context in order to organizational growth and excellence.

Table 9. Average and the rank for components of the organizational Excellence Model of EFQM

Rank	Factor	Average	The mean of Rating
1	Policy	5.78	5.88
2	Performance results	5.78	5.79
3	Leadership	5.77	5.66
4	Society results	5.71	5.48
5	Customer Results	5.56	4.88
6	Personnel Results	5.42	4.62
7	Process	5.36	4.42
8	Resources and Partners	5.29	4.33
9	Staff	5.15	3.94

Table 10. Friedman test to determine the mean difference significance for the components of the organizational Excellence Model

Indicators	Chi-square value	Degrees of freedom	Significance level
Friedman test	101.47	8	0.0001

DISCUSSION

The figures contained in the table above show a difference between the averages obtained. According to employees' opinions of the Islamic Azad Universities of East Gillan, the average obtained in the components of the policy and the key results of performance have the greatest influence for organizational excellence in the universities. The components of leadership, society results, customers' results and employees'

results are next in the rankings. The components of processes, resources and partners as well as employees have a minimum impact on organizational excellence at the universities.

In The scope of the results, four components of customers' results, employee results, society results and key results of performance are available; to determine the status the Islamic Azad Universities of East Gillan, a total score related to the results field through the score of each of the filed components.

The final score obtained from the criteria is 111.33. Figure obtained in the components of customers' results, to the extent of 88.67 is lower than the desired points of the EFQM model.

In component of staff results, points obtained from the sample group is lower than the score of model to the extent of 41.14. In component of the society results score, difference of score was 25.72 and in the key results of performance difference of score was 63.17.

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