

Analysis of the Performance Evaluation Role of Staff and Faculty Members Using the Model of Business Excellence EFQM on those Job Motivation (Case Study of Kermanshah Province PNU)

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Abstract

The aim of this study was to analyze the role of evaluating the performance of staff, and faculty members, using the model of business excellence EFQM, on job motivation, (Case Study: Kermanshah province PNU) is. This study, in terms of purpose, and the nature and descriptive - survey. The population of this research, 191 employees (administrative and academic), in PNU Kermanshah province, are included. Data gathered by a questionnaire Excellence Model EFQM, and job motivation questionnaire Hackman and Oldham (1976). Questionnaire, approved three professors, and reliability by Cronbach's alpha for organizational excellence model EFQM, motivation and respectively (0.80 and 0.78) is. The results of the analysis of independent t-test, and see an example of linear regression and stepwise, 95% indicated that performance, PNU Kermanshah province, in each of the areas 9, has an impact on job motivation.

Keywords: organizational excellence model EFQM)), staff motivation, PNU.

Introduction

Organizations, always interested evaluate "how are", both because it is thought that, if we know how better we can plan for the future, and decide "how we "(Najmi and Hoseini, 2009). And on the other hand, the expansion and complexity of objectives, processes and organizational structure of the competition, organizations are able to survive that, compared to the expectations and demands of customers, and stakeholders are accountable (Ebrahim and Hamsa , 2010). So what are the big questions, organizations are facing is that, with what means and how studying the various items in the form of a comprehensive, all strengths and areas for improvement are identified and their for successful, the competition prepared (Bakhtiari, 2010). It must be said that, just through performance measurement systems that monitor the activity possible, is. But on the condition that the performance measurement system, not traditionally. Because the methods of measuring performance, the traditional way of management on the system, and this method is inappropriate. But today, the new systems have arisen that can take the same approach between different companies and organizations, to implement, and enable relative comparison between them, provides. So that a systematic and comprehensive look into all areas of performance, an organization, all entrances, administrative processes, outputs and results of activities of the organization, and the impact of each of them, as well, on the other consider, and the excellence model EFQM)) is (Najmi and Hoseini, 2009).

Organizational excellence models as a powerful tool in responding to the needs of organizations, enjoyed great success, and has largely organizational pathology, and defining the route to access the Human Resources Excellence, used (Sadughian and Tadayon, 2007).

Knowledge management is also very soon found that, for organizations to enter and stay in the competition that every day becomes tighter, must improve their reach and excellence. Excellence, therefore, is to become a model, commercial and service organizations, whether governmental or non-governmental, have to improve their overall based on it. And organizations that, as soon as possible to not achieve this model, according to studies and international experience, are subject to removal and annihilation (Forqani, 2006). The introduction of organizational excellence, to the community of our country, has taken place in recent years, and has met with wide acceptance managers. Many organizations initially viewed with skepticism to it, and the idea, that the western model of foreign origin, do not fit with our organization, previously worked, and sometimes it was raised as a barrier. But gradually, after obtaining further information on this model, and to employ them in assessing organizations, the managers of the concrete results achieved, and now have found that by using it, you can program define your recovery, and move your organization toward excellence with its implementation. EFQM, as a powerful tool for identifying strengths and areas for improvement have been recognized organizations, and as a coherent framework, and can be interconnected management system organizations to the define, and managers in using management techniques, help. The EFQM model, one of the types of business excellence models in the world, industry and Iranian organizations for various reasons that the importance of the issue referred to is important. Including the following reasons, is very important.

According to the above, and also the other organizations in the assessment of the employees, and members of different goals, and varied. Evaluation, the possibility to managers that, failure to appreciate the skills, and the use of training programs, to implement. Aside from this, you can use the evaluation, foundation or basis for allocating bonuses be determined. Each of the roles, evaluation and decision-making stage plays, is very important, but the ultimate objective performance evaluation, staff development and increasing job motivation

is (Taghavi Larijani et al., 2006). [Motivation, due to the nature of the job, which include job characteristics, job satisfaction, which can provide it. The liability arising from the occupation, operation diversification, job demands, meaningful and important job, the major motivating factors are known to have jobs. A general theory and the important job of motivating gay, by Valdhom and Hackman is, launched in 1976, in this study, we tried that, the model used.

So it must be said that the main issue in all organizational analysis, performance, and improving it requires measurement, and organizational Therefore, no performance evaluation system, seems unlikely. And since in most countries, the model EFQM, to evaluate the performance of organizations, can be used. Therefore, we can use this model to evaluate the performance of organizations, and public and private companies, in Iran. Because we have tried as well and that, in this study, to improve the performance of employees, and faculty members of Kermanshah be paid PNU, tried to influence the performance appraisal, job motivation is examined. The researchers also have in the present study, the performance of PNU Kermanshah province, according to business excellence model, or 9's criteria (leadership, processes, policies, people, partnerships and resources, personnel, results of society, customers, and key performance results) assess. In other words Researchers in this study sought answers to these questions are: the performance, PNU Kermanshah province in various fields, based on business excellence model, what is the point? And the impact of this model on motivation, to what extent?

The research that has been done at home and abroad is as follows. Bakhshi Aliabadi and colleagues (2004) examined factors on job motivation of faculty members at the University of Medical Sciences, began. Results showed that 81 percent of faculty members, external factors, and 72% considered internal factors, affecting job motivation knew. Among the external factors, in order of importance, agents, salary, job security, work environment, communication with others, supervision and policy governing the work environment, and internal factors in order of importance, the nature of the work, recognition and honors individuals, professional development and career success, had the greatest role. Baradaran Kazem Zadeh (2009), explores the motivating factors career in the organization, according to Herzberg's theory, and offered two models proposed measure, for motivation and Health (Case Study: Oil and Energy Development Company) payment. After reviewing the data, (variance analysis and confirmatory factor analysis), these results were obtained: 1. In most of the health agents, to motivational factors, which are lower than average, according to Herzberg's theory, it can be argued that, in the company of job dissatisfaction; 2. Technical units, planning, finance and engineering, respectively, had the lowest average, the motivational factors and health, accounted for, and marketing and legal entities, and contracts had the highest average; 3. By providing a model of the proposed measure, was shown to motivational factors that influence the development, recognition and respect, and the attractiveness of jobs on motivation, more than any other factor. The proposed measures also provide a model for health factors, it was shown that the effects of fairness, policy and regulations, supervision and management, law, health factors, respectively, more than any other factor; 4. Individual characteristics, motivational factors and health, so impressive; 5. Justice, can be considered one of the hygiene factors Herzberg's theory. Beik Zad and Ali Zadeh (2009), to review organizational performance evaluation, performed using the EFQM Excellence Model. He found that, performance evaluation system, with a good pattern flexibility programs, and goals and mission organizations in a dynamic environment today, will help significantly. Evaluation and performance measurement, and development of the culture, and promote organizational culture needs. Horri and colleagues (2009) examined the

benefits and achievements of applying the model of organizational excellence EFQM, studied in universities and higher education institutions. He found that, universities and higher education institutions, including most major academic institutions, and co-sponsored the production of knowledge and technology, and training the students are to always be in the direction of excellence, and excellence among organizations already competitive environment in motion. Shams and Bolosar (2010), the field evaluation model of business excellence EFQM, as a part of their total quality management. They found that, were identified: (1) it has social and technical aspects; (2) both dimensions, together internal communication, and (3) together with the results of these two dimensions, increase. These findings EFQM Excellence Model, as an efficient framework for TQM encoding, as well as the results of previous research, in conjunction with MBNQA to reinforce and show that model Quality Award, really appropriate framework for Total quality management, are considered. Yusef-Zadeh (2011), to review job motivation, and factors affecting it, the pay of nurses in Mashhad. The results, external factors (health) as well as internal factors (motivation), the motivation involved. Hasan Zadeh and colleagues (2012) examined assess the level of organizational excellence, using the model EFQM:, case study, the National Library and Archives of the Islamic Republic of Iran, began. The results showed that, among all the criteria, the criteria for partnerships and resources, the most points, to account for that, the indication of proper management, the organization's key external and internal sources. Also, the process standard, the lowest score to constitute, on the basis of the organization, have appropriate measures in order to improve processes, for complete satisfaction, and create added value for users, and other stakeholders wonder. In addition, results showed that the model of business excellence EFQM, model libraries for self-assessment, and identify strengths and areas needing improvement are considered. Adib and Golavar (2013), Organizational Excellence Assessment of National Iranian Gas Company, based on the EFQM, edit the 02's. They found that, all nine standard of organizational excellence, National Iranian Gas Company, had made little progress. Soltani et al (2014) examined measures localized organizational excellence model EFQM, Raeder's military research organizations. Results obtained by using analytic hierarchy process shows that, in the meantime, leadership and management, the highest rating, and resource management and partnerships, the lowest rating in the next enablers, to be allocated. In the next results, valorization criteria, to provide users with the highest score, and valorizations for stakeholders, with the lowest score won. Sharma & Talvar (2007), using a questionnaire and analysis, integration of business excellence model, with the Veda philosophy have shown that the main emphasis of leadership, must be based on values-based leadership, sustainable growth, and a master switch for Excellence Model, values and processes flow. Calvomora et al (2007) examined the enablers of the EFQM, in order to analyze the relationship between the criteria, management framework for quality improvement in higher education using literature review and experimental methods at universities in Spain, to test hypotheses have shown that, there is a relationship between the enablers criteria, and on the role of enablers in achieving excellence, stress. According to the literature, as well as conceptual model, four main assumptions considered to be:

The main hypothesis

PNU performance of Kermanshah, in each of the areas 9, has an impact on job motivation.

Hypotheses

Hypothesis 1: Performance PNU Kermanshah province, in each of the areas 9, the diversity of influences task.

Hypothesis 2: Performance PNU Kermanshah province, in each of the areas 9, task identity influences.

Hypothesis 3: Performance PNU Kermanshah province, in each of the 9 areas, the importance of effective task.

H4: performance, PNU Kermanshah province in each of the areas 9, the independence of impact.

Hypothesis 5: Performance PNU Kermanshah province, in each of the areas 9, the feedback is effective.

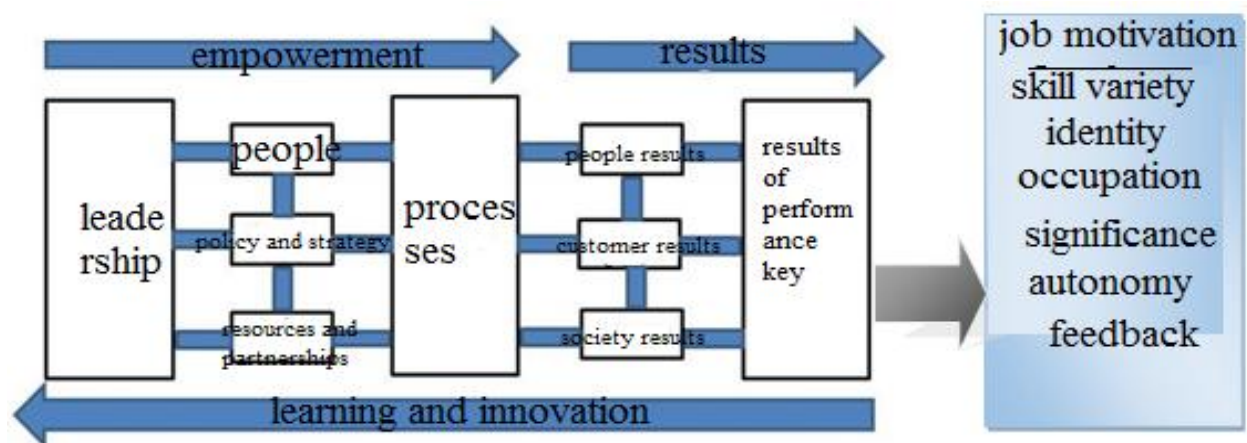


Figure 1: Conceptual model of research

Research method

This study is a kind of applied research, and in terms of data collection, correlation. The study population included 380 employees (administrative and academic), in PNU province of Kermanshah. The sample, according to Cochran formula, 191 people designated PNU Kermanshah Province, and has been randomly selected individuals. To collect data, a researcher-made questionnaire Excellence Model, which consisted of 50 questions, and employee motivation Hackman and Oldman (1976), is used. In this study, to determine the validity, content validity, first, with the other studies, and relevant research literature, localized, and can measure the desired characteristics in the questionnaire. by a group of academics, was approved. To determine reliability, with the help of software SPSS, and Cronbach's alpha coefficient for the questionnaire factors, as Table 1, respectively.

Table 1. Alpha coefficient results

PNU		
Motivating Employees	Organizational excellence model	
0.76	0.80	Cronbach's alpha

Table 2. Demographic characteristics of the sample

Group (percent)			Property
Men (80%)		Women (20%)	gender
Greater than 51 years (12%)	50-41 (38%)	30-40 (50%)	Age
BA and lower (28%)	BA and lower (28%)		degree of education
11-20 years (47%)	10.1 years (38%)		Years of service

Results

Table 3: linear regression, hypothesis first, second and third

Linear regression test									
	University		Relationship type	Number	The error level	R regression coefficient	R ² coefficient of determination	The significance level	Type of Relationship
The first hypothesis	pnu	Leadership criterion	Linear	191	0.01	0.685	0.469	0.000	has
		Policy and Strategy Benchmark				0.613	0.376		has
		HR Benchmark				0.540	0.292		has
		The Partnerships and Resources Benchmark				0.657	0.432		has
		Process standard				0.479	0.229		has
		Customer Results Criteria				0.163	0.027		has
		results Staff				0.107	0.011		has
		The Society Results Benchmark				0.225	0.050		has
		Key Performance Benchmark Results Benchmark				0.107	0.012		has
		General criteria				0.974	0.948		has
						0.380	0.145		has
						0.525	0.275		has
The second hypothesis	pnu	Leadership criterion	Linear	191	0.01	0.302	0.091	0.000	has
		Policy and Strategy Benchmark				0.407	0.166		has
		HR Benchmark				0.651	0.423		has
		The Partnerships and Resources Benchmark				0.465	0.216		has
		Process standard				0.533	0.284		has
		Customer Results Criteria				0.590	0.348		has
		results Staff				0.442	0.196		has
		The Society Results Benchmark				0.696	0.484		has
		Key Performance Benchmark Results Benchmark				0.301	0.091		has
		General criteria				0.374	0.140		has
						0.448	0.201		has
						0.439	0.192		has
Hypothesis Third	pnu	Leadership criterion	Linear	382	0.01	0.322	0.104	0.000	has
		Policy and Strategy Benchmark				0.509	0.259		has
		HR Benchmark				0.319	0.102		has
		The Partnerships and Resources Benchmark				0.314	0.098		has
		Process standard				0.175	0.031		has
		Customer Results Criteria							
		results Staff							
		The Society Results Benchmark							
		Key Performance Benchmark Results Benchmark							
		General criteria							

		General criteria				0.552	0.305		has
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Table 4: The fourth and fifth linear regression hypothesis

		Linear regression test							
	University		Relationship type	Number	The error level	R regression coefficient	R ² coefficient of determination	The significance level	Type of Relationship
The fourth hypothesis	pnu	Leadership criterion	Linear	191	0.01	0.317	0.100	0.000	has
		Policy and Strategy Benchmark				0.288	0.083		has
		HR Benchmark				0.275	0.076		has
		The Partnerships and Resources Benchmark				0.337	0.113		has
		Process standard				0.253	0.064		has
		Customer Results Criteria				0.222	0.049		has
		results Staff				0.321	0.103		has
		The Society Results Benchmark				0.213	0.045		has
		Key Performance Benchmark Results Benchmark				0.130	0.017		has
		General criteria				0.430	0.185		has
Fifth hypothesis	pnu	Leadership criterion	Linear	191	0.01	0.313	0.098	0.000	has
		Policy and Strategy Benchmark				0.294	0.086		has
		HR Benchmark				0.408	0.167		has
		The Partnerships and Resources Benchmark				0.318	0.101		has
		Process standard				0.245	0.060		has
		Customer Results Criteria				0.335	0.112		has
		results Staff Criteria				0.223	0.050		has
		The Society Results Benchmark				0.242	0.058		has
		Key Performance Benchmark Results Benchmark				0.135	0.018		has

		General criteria				0.486	0.237		has
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Table5: Stepwise regression hypothesis

Linear regression test										
	university		process	Relationship type	Number	The error level	R regression coefficient	R ² coefficient of determination	Ratio F	The significance level
The main hypothesis	pnu	The Partnerships and Resources Benchmark	1	Linear	191	0.01	0.541	0.292	123.54	0.000
		Leadership criterion	2				0.645	0.415	105.88	
		Customer Results Criteria	3				0.726	0.527	110.44	
		results Staff Criteria	4				0.758	0.575	100.21	
		HR Benchmark	5				0.786	0.619	95.67	
		Policy and Strategy Benchmark	6				0.806	0.649	90.64	
		Key Performance Benchmark Results Benchmark	7				0.812	0.660	81.23	
		Process standard	8				0.816	0.665	72.57	
		General criteria	-				-	-	-	

Discussion and conclusion

The results of Table 3 indicate that the performance of Payam Noor University in Kermanshah, in each of the areas 9 on a variety of tasks, according to the significance level (0.000), and an acceptable error level (0.01), to ensure effective 0.99. The hypothesis H1, which is the effect of the case is confirmed. The results of Table 3 indicate that the performance of Payam Noor University in Kermanshah, in each of the areas 9, task identity, according to the significance level (0.000), and the level of acceptable error (0.01) , to ensure effective 0.99. The hypothesis H1, which is the effect of the case is confirmed. And finally the results of Table 3 indicate that the performance of Payam Noor University in Kermanshah, in each of the 9 areas, the importance of the task, according to the significance level (0.000), and the level of acceptable error (0.01), to ensure effective 0.99. The hypothesis H1, which is the effect of the case is confirmed.

The results of Table 4, indicate that: Kermanshah PNU performance, in each of the areas 9, on independence, according to the significance level (0.000), and an acceptable error level (0.01), with ensure effective 0.99. The hypothesis H1, which is the effect of the case is confirmed. The results of Table 4, indicates that: performance, PNU Kermanshah province, in each of the areas 9, the feedback, according to the significance level (0.000), and an acceptable error level (0.01), to ensure effective 0.99. The hypothesis H1, which is the effect of the case is confirmed. The results of Table 5, indicates that the performance of Payam Noor University in Kermanshah, in each of the areas 9, the feedback, the eighth stage, which was to light the message, the first step in changing the Partnerships & resources, and to arrange the next steps in the leadership criterion variables, criteria customer results, people

results criteria, the criteria for human resources, policy and strategy criteria, benchmarks, key performance results and process standard have been entered into the equation, because the greatest effect have had, and the criterion variable results, because not effect, been removed from the equation. In this case, the multiple R, for the Partnerships and Resources, which is equal to 541%, indicating that this variable alone can be 541% job motivation changes to anticipate. But if the leadership criterion, the criteria Customer Results, People Results criteria, the criteria for human resources, policy and strategy criteria, benchmarks, key performance results and process standard equation, this amount by 645%, 726%, 758%, 786%, 806%, 812%, 816%, will increase Finally, the 99% confidence level, and given the level of significance (0.000), the PNU Kermanshah province, in each of the areas 9, the feedback is effective. The hypothesis H1, which is the effect of the case is confirmed.

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