Investigating the relationship between the Establishments of organizational Excellence system based on the EFQM model and employee performance (Case study: Company of Karun oil and gas operations)

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Abstract

EFQM as the one of organizational excellence models is powerful tool in establishing the systems. The aim of this study is investigate the relationship between the establishment of the EFQM business excellence based on global models of EFQ Mand employee performance in exploiting the oil and gas company of Karun in 2015 years. In this study has been proposed one main hypothesis and 9 sub-hypothesis. Obtained results of the questionnaire shows that strengthening 9 criteria of mentioned model improves employee's performance development and thus the organization. In this way, managers can relies on the excellence model criteria leads their organization toward excellence. In order to obtain results of this research has been used the SPSS software and for calculating the research questions has been used Spearman correlation coefficient and hypothesis testing. In this study has been used two questionnaires includes standard questionnaire of EFQM and performance questionnaire in combination. The results showed there is a direct and positive relationship between establishment of the EFQM Excellence Model and employee performance in Company of Karun oil and gas operations and this relationship is significant at the significant level with amount of 0.000 and correlation with amount of 0.730. Also, the obtained results of the implementation of all criteria of EFQM model that have been raised as research questions showed there is a direct and positive relationship between establishment of each of the criteria and their effects on employees performance. The statistical population of present research includes 120 people of company managers and directors that 92 people has been considered as the statistical sample.

Keywords: EFQM, self-assessment, stakeholders, radar logic, performance evaluation, quality, organizational excellence, empowering criteria, results-oriented criteria.
Introduction and Problem Statement

Today, with the collapse of monopoly and gradual reduction of government support for companies and institutions is not the way except organizational excellence and the provision of services or goods in accordance with customer satisfaction. Understand the customer demand of products or services is to provide the products or services at low cost, in the shortest time and with high quality. The business world haven't the stable state and what has been effective in the past may not be effective in the future (Irannejad Parizi, 2012).

Attention to the quality and efficiency of the activities of the executive system in every organization and institution is vital factor in achieving the goals and programs of the institution. Today, low efficiency and effectiveness as well as the low level of services and products lead to more attention of Iranian companies and organizations to this matter and explore its causes. Also, attention to the results and achieve the goals, continuous improvement of the quality of services or products as well as satisfaction of stakeholders has convinced organizations to pay more attention to performance management and assessment (Rezaei, 2012).

The first step in planning for upgrade the quality level is recognition of existing conditions in the organizational purposes. To identify the current status such as different areas for improvement must take action to collect information for the recognition phase through a comprehensive pathology project. In fact, for the implementation of recognition phase is need to a process for gathering information and its analysis that indexed the organizational status. This issue leaded to judgments of strengths and weaknesses. This is called the performance evaluation process and doing it is vital for the survival of companies’ and pass through the ups and downs of competitive and challenging courses because births again and continuous improvement requires continuous recognition and this recognition can be achieved through assessment (Nezakati, 2010).

Predicting the future needs of customer and market and providing the community-minded conditions, attention to environment and its implications and also attention to profitability and the interests of all stake holders requires a change in the attitude of management. Taking all aspects of quality and its evaluation requires a comprehensive model of inclusion and quality (Baygi, 2013).

One of the efficient models of quality performance assessment in organizations is EFQM model that efficiency of its evaluation lead to the intensive use of EFQM model. Today's challenge is change and transformation. Organizations and human societies not only for business but also for the acquisition of excellence must be changed in line with the global changes. Organizations and communities that do not have the power of appropriate change are weaker in compared to other similar collections and competitor. In today's competitive world, the ability of excellence and development can only be traced in learning and changeable organizations (Senge, 2010).

In this study, the researcher intends by applying the EFQM excellence model with main approaches of self-evaluation investigate the relation between main criteria establishment of this model (enablers and results-oriented) and employees performance and explain the effect of each group of criteria. The aim of this research is investigating the relationship between establishment of the Criteria Excellence Model (EFQM) and employee performance.
The discovery of strengths and areas for improvement and accordingly prepare a basic information to adapt the existing conditions of companies with ideal conditions of a header company is one of the main goals of research. According to the standard format, model have 9 criteria and 32 sub-criteria that usually a large number of Hint Help cover all 32 sub-criteria.

Research purposes

Main objectives:

1. The main aim of this research is investigate the relationship between the establishments of organizational excellence system based on the EFQM model and employee performance in Company of Karun oil and gas operations.
2. Investigate the effect each of the EFQM model criteria on the employee performance.
3. Investigate the establishments of EFQM model and its impact on the future performance of organization.

Research literature

EFQM model

European Excellence Model is a useful tool that will guide the organization towards quality and customer. Quality of excellence not only includes the key results of business, but also includes satisfaction of internal customers (employees) and external customers (consumers) and organizations (David, 2012). EFQM model has been based on the following assumptions: Customer satisfaction (internal and external), positive impact on communities by political and strategic leadership, proper management of employees, effective use of available resources and the appropriate definition of the process that eventually lead to excellence in the results. The EFQM Excellence Model has been composed of 9 criteria and 32 sub-criteria (Carrillo and Ortiz, 2010).

Five criteria which includes enablers as follows: Leadership, policy and strategy, employees, partnerships and resources and processes (Mora and Rodman, 2011).

Leadership: Transcendent leaders are confident about establishing clear goals, values and quality of organizational purposes and providing the necessary structure. They formulate the vision and strategy of organization and insist on participation and action. In fact, because the organization's leadership is driving force of the organization on the path of excellence, approach and their performance have a significant impact on the fate of organization (Mamaghani, 2010).

Policy and strategy: An organization without the purpose and strategy is a ship that has lost their way in the dark sea and in the midst of turbulent waves. Such organizations are always influenced by the slightest changes in the environment and lose their management and leadership power and become sluggish economic enterprises that only drain the resource of future generations (Mamaghani, 2010).

Employees: The third criterion is the fact that organizations how does manage and develop the talents of their employees in the form of individual, team and organizational. In the
excellent organizations exists intimate relationship between managers and employees. Foundations of this relationship are promote the social justice, thoughts and actions. Training and skills development is pillar in such organizations. Managers of excellent organizations develop and modify the potential of individual and team level of organization (Mamaghani, 2010).

**Partnerships and resources:** Organizational excellence is depending on right and win-win relationship with suppliers, partners and contractors. Excellence organizations know all suppliers and partners as rings of own excellence chain. These criteria consist of 5 sub-criteria includes: Management of inter-organizational partnerships, management of organization financial resource, management of buildings, equipment and materials, management of technology, management of information and knowledge in the organization.

**Processes:** Excellent organizations in order to satisfy the customers and create the value-added have managed their business processes. These organizations attempt to analyze output of processes with regard to the expectations of stakeholders. In excellent organizations, all processes are systematically. Standards of quality management, safety and environmental performs in such organizations and cycle of continuous improvement and efficiency is ongoing.

**Customer outcomes:** In the excellence culture, organization without the knowledge of perception and customer reviews is inefficient and incomplete. In the excellence organization, customer defines the amount of excellence. In these organizations, understanding and impression of the customers about organizations have been recognized and organizations by using some of indicators are trying to ensure their satisfaction.

**Employee's outcomes:** If organizations are transcendental and perform several activities about empowerment of their employees. Result of impact of these activities to the behavior of employees should be displayed by using the indicators. Excellent organizations for access to these indicators have used poll of employees and for each of them have defined indicators and in compared with any of indicators have examined and analyzed the organization.

**Society outcomes:** Excellent and transcendent organization is organizations that have a great impact on the community. Excellent organizations are one part of the community and to prove their citizenship role in the society performs activities to identify and implement measures to meet the expectations and the expectations of society (Mamaghani, 2010).

**Key outcomes of performance:** This criterion pays to the eminent and significant results related to organizational goals. This has been the expected results of stakeholders and considers and financial and non-financial issues such as profitability, sales volume, market share, production. Sub-criteria of key results of performance include criteria such as Key achievements of Performance and key criteria of performance.

**Research Literature**

Fayezi (2007) in a study entitled "investigate the comparative relationship between EFQM and learning organization" investigate the comparative relationship between EFQM and learning organization from the perspective of the Farassan company employees. In this study has been used the methods of questionnaires, interviews and direct observation to gathering
the data and finally suggests obstacles such as employees unfamiliarity with the organizational excellence model, lack of appropriate participation of employees in training courses of EFQM and learning organization, lack of suitable experience of employees because of young statistical population.

Nazakati (2000) in his thesis investigate quality awards patterns and has proposed a model for Iranian companies that includes 12 criteria of strategic planning, human resource development, research and development, training, process management, product quality, management information system, attention to customer requirements, attention to the market, business activities results, operational results and quality, quality assurance and support services. Researcher has collected information through interviews with quality and efficiency experts on Ministry of Industry. In this model, human resources and customer requirements criteria have a rated higher than other criteria.

Barandoust (2010) in a study entitled "investigate the methods to enhance the total quality management in Ahvaz Pipe Manufacturing Company based on the EFQM model" investigate the quality awards patterns in compared with the EFQM Model. Research hypothesis in this study is based on the nine criteria of the EFQM model and investigate their impact on the quality in Ahwaz Pipe Mills. The statistical population of this study included all employees and managers of the company and has been collected information through questionnaire. The researchers also examined the quality of their statistical population and the various branches of organizational excellence and introduce excellence continuous improvement in line with the institutionalization of quality culture in organizations.

Raisi (2013) in his thesis in the field of business excellence models with entitled "investigate the effect of organizational learning levels in the establishment and sustainability of TQM in the National Iranian Drilling Company" introduced different levels of excellence, described comprehensive quality management, various quality systems, organizational learning levels and their impact on total quality management system. Statistical population of this research included higher-level managers of National Iranian Drilling Company. In this study were used the chi-square statistics to analyze the gathered information and were used the charts and different software to analyze the demographic information. The main aim of this research is investigate the effect of different levels of organizational learning and its criteria on improvement and development of total quality management.

Marmazi (2011) in a study entitled "utilization of QFD technique in order to improve the quality of financial services in Masjed Soleiman Oil and Gas Exploitation Company" investigated the quality and excellence models. Statistical population in this study included all levels of the company's employees. Research investigated fields of improve the quality of financial services in this company's through QFD criteria. Also, to collect information was used standard questionnaire. In the descriptive analysis of data was used charts and tables and in the inferential analysis was used means comparison test.

Shokoohi (2010) in his thesis entitled "analyzing the important dimensions of Quality Management indigenous in Construction Investment and Development Company of Khuzestan based on the EFQM model" investigated establishment of EFQM Excellence Model criteria and its impact on organizational quality management. Research has collected data through questionnaires and interviews. Statistical population of this research included all employees of the company in the different levels.
Ghomshi (2004) in his thesis entitled "Performance Evaluation of Iran Towing and roadside assistance in the improvement of Tourism, automotive and segmentation industries in Khuzestan province" investigated the performance of the Company to provide services to its customers from past to present especially in the areas above. He has used a questionnaire to collect information and also has used various statistical charts for descriptive analysis of data and statistical hypothesis test has used for inferential analysis of data (Ghomshi, 2004).

Research Hypothesis

First hypothesis: There is a significant relationship between attentions to leadership as a criteria of organizational excellence model (EFQM) and employee performance in Company of Karun oil and gas operations.

Second hypothesis: There is a significant relationship between attentions to Policy and strategy as a criteria of organizational excellence model (EFQM) and employee performance in Company of Karun oil and gas operations.

Third hypothesis: There is a significant relationship between attentions to Employees as a criteria of organizational excellence model (EFQM) and employee performance in Company of Karun oil and gas operations.

Fourth hypothesis: There is a significant relationship between attentions to partnerships and resources as a criteria of organizational excellence model (EFQM) and employee performance in Company of Karun oil and gas operations.

Fifth hypothesis: There is a significant relationship between attentions to processes as criteria of organizational excellence model (EFQM) and employee performance in Company of Karun oil and gas operations.

Sixth hypothesis: There is a significant relationship between attentions to customer outcomes as a criteria of organizational excellence model (EFQM) and employee performance in Company of Karun oil and gas operations.

Seventh hypothesis: There is a significant relationship between attentions to employee outcomes as a criteria of organizational excellence model (EFQM) and employee performance in Company of Karun oil and gas operations.

Eighth hypothesis: There is a significant relationship between attentions to society outcomes as a criteria of organizational excellence model (EFQM) and employee performance in Company of Karun oil and gas operations.

Ninth hypothesis: There is a significant relationship between attentions to key outcomes of performance as a criteria of organizational excellence model (EFQM) and employee performance in Company of Karun oil and gas operations.

Research Methodology

According to the purpose of study, the present research is applied research. Also according to way of data collection (research project), the present study are descriptive research. In this study, to measure the questions has been used the Spearman correlation coefficient and a
statistical hypothesis test. In this research, questionnaire was used as a data collection tool for data collection of all directors and heads managers of oil and gas Exploitation Company of Karun. In this questionnaire, because been considered poll aspect of oil and gas Exploitation Company of Karun has been used the Spearman correlation coefficient and statistical hypothesis test. In this research, EFQM Excellence Model and its criteria considered as the independent variable and the employee performance is dependent variable.

Statistical population

In this study, Statistical population examined includes all directors and heads managers of oil and gas Exploitation Company of Karun in the 2015 year. Also, the size of this statistical population includes 120 people of directors and heads managers of oil and gas Exploitation Company of Karun.

Statistical sample

The number of samples considered in the study includes 92 people of directors and heads managers of oil and gas Exploitation Company of Karun. With regard to the distribution of units across the Exploitation Company of Karun Oil and Gas, Stratified sampling has been used to select the sample.

Data Collection tools

In this research, the best data collection tool is considered questionnaire that considered two questionnaires includes performance questionnaire and organizational Excellence questionnaire of EFQM.

Inferential statistics

In this research has been used the statistical inference related to Spearman correlation coefficient and statistical inference theory or data analysis and hypothesis testing. Cronbach's alpha is used to determine the reliability of the method. For inferential analysis of data and testing the research questions has been used the statistical techniques.

Statistical analysis method

In this study has been used the Spearman correlation coefficient method to measure the research questions. In order to analyze the data has been used Spearman correlation coefficient and descriptive statistics to measure the used hypotheses. Also, to analyze the present study has been used the EXCEL and SPSS software's.

Validity and reliability of instruments

In this research has been used the content validity. In order to evaluate the validity of the data has been used the readers, advisors, and experts opinions. The internal reliability of the items was verified by computing the Cronbach’s alpha. Cronbach's alpha values were obtained for total of questionnaire factors is higher than 0.7 which shows that our research variables are reliable and there exists internal consistency between them. Reliability of hypotheses tested in table 1.
Table 1: Cronbach’s alpha coefficient

<table>
<thead>
<tr>
<th>Hypotheses</th>
<th>Cronbach's alpha based on the standard</th>
<th>The number of questions related to the standard</th>
<th>Cronbach's alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.811</td>
<td>5</td>
<td>0.808</td>
</tr>
<tr>
<td>2</td>
<td>0.741</td>
<td>4</td>
<td>0.739</td>
</tr>
<tr>
<td>3</td>
<td>0.829</td>
<td>5</td>
<td>0.825</td>
</tr>
<tr>
<td>4</td>
<td>0.661</td>
<td>5</td>
<td>0.657</td>
</tr>
<tr>
<td>5</td>
<td>0.836</td>
<td>7</td>
<td>0.830</td>
</tr>
<tr>
<td>6</td>
<td>0.874</td>
<td>9</td>
<td>0.871</td>
</tr>
<tr>
<td>7</td>
<td>0.848</td>
<td>5</td>
<td>0.846</td>
</tr>
<tr>
<td>8</td>
<td>0.672</td>
<td>3</td>
<td>0.653</td>
</tr>
<tr>
<td>9</td>
<td>0.839</td>
<td>7</td>
<td>0.835</td>
</tr>
<tr>
<td>total</td>
<td>0.962</td>
<td>50</td>
<td>0.962</td>
</tr>
</tbody>
</table>

Age of respondents

Age of respondents are: 8 people under 25 years (% 8), 15 people 25 to 30 years (% 16), 24 people 30 to 35 years (% 27), 19 people 35 to 40 years (% 21), 26 people over 40 years (% 28).

<table>
<thead>
<tr>
<th>Age</th>
<th>Frequency</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>under 25 years</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>25 to 30 years</td>
<td>15</td>
<td>16</td>
</tr>
<tr>
<td>30 to 35 years</td>
<td>24</td>
<td>27</td>
</tr>
<tr>
<td>35 to 40 years</td>
<td>19</td>
<td>21</td>
</tr>
<tr>
<td>over 40 years</td>
<td>26</td>
<td>28</td>
</tr>
<tr>
<td>Total</td>
<td>92</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 2: Age of respondents

Gender of respondents

Gender of respondents are: 78 people man (% 84) and 14 people female (% 16).
Educational background

The educational background of the participants are; 15 people diploma (% 16), 25 people are super- diploma (% 28), 45 people are Bachelor (% 49), 7 people Master degree and higher (% 7).

<table>
<thead>
<tr>
<th>educational background</th>
<th>Frequency</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>diploma</td>
<td>15</td>
<td>16</td>
</tr>
<tr>
<td>super- diploma</td>
<td>25</td>
<td>28</td>
</tr>
<tr>
<td>Bachelor</td>
<td>45</td>
<td>49</td>
</tr>
<tr>
<td>Master and higher</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>Total</td>
<td>92</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 4: educational background

Experience of respondents

Experience of respondents is: 5 people under 5 years (%5.81), 13 people 6 to 10 years (%15.11), 24 people 11 to 15 years (%27.9), 17 people 16 to 20 years (%17.76) and 27 people 21 to 30 years (%31.4).

<table>
<thead>
<tr>
<th>Experience</th>
<th>Frequency</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>under 5 years</td>
<td>30</td>
<td>33</td>
</tr>
<tr>
<td>5 to 10 years</td>
<td>18</td>
<td>19</td>
</tr>
<tr>
<td>10 to 15 years</td>
<td>22</td>
<td>24</td>
</tr>
<tr>
<td>15 to 20 years</td>
<td>9</td>
<td>10</td>
</tr>
<tr>
<td>over 20 years</td>
<td>13</td>
<td>14</td>
</tr>
<tr>
<td>Total</td>
<td>92</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 5: Experience of respondents
Inferential statistics

In this research has been used the Statistical indicators includes Mean (the most important central Indicator), Standard deviation (data dispersion in compared to the Mean), Skewness (deviations from symmetry) and elongation (population dispersion in compared to the normal).

<table>
<thead>
<tr>
<th>Variable</th>
<th>Mean</th>
<th>Standard deviation</th>
<th>Skewness</th>
<th>Elongation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership</td>
<td>3.48</td>
<td>0.82</td>
<td>0.508</td>
<td>-0.470</td>
</tr>
<tr>
<td>Policy and strategy</td>
<td>3.52</td>
<td>0.89</td>
<td>0.073</td>
<td>-0.507</td>
</tr>
<tr>
<td>Employees</td>
<td>3.40</td>
<td>0.91</td>
<td>0.297</td>
<td>-0.440</td>
</tr>
<tr>
<td>Partnerships and resources</td>
<td>3.57</td>
<td>0.79</td>
<td>0.357</td>
<td>-0.232</td>
</tr>
<tr>
<td>processes</td>
<td>3.42</td>
<td>0.83</td>
<td>0.701</td>
<td>-0.403</td>
</tr>
<tr>
<td>Customer outcomes</td>
<td>3.27</td>
<td>0.91</td>
<td>0.717</td>
<td>-0.410</td>
</tr>
<tr>
<td>Employee outcomes</td>
<td>3.45</td>
<td>0.90</td>
<td>0.356</td>
<td>-0.586</td>
</tr>
<tr>
<td>Society outcomes</td>
<td>3.48</td>
<td>0.97</td>
<td>-0.012</td>
<td>-0.720</td>
</tr>
<tr>
<td>key outcomes of performance</td>
<td>3.27</td>
<td>0.94</td>
<td>0.626</td>
<td>-0.591</td>
</tr>
</tbody>
</table>

Table 6: The frequency of research variables statistical indicators

Normality analysis of distribution

Due to the use of spectrum and discontinuity of responses distribution, perhaps enjoying the nonparametric tests is natural. To be or not normal distribution of questions has been used the Kolmogorov-Smirnov Test. Statistical hypothesis is as follows:

Statistical hypothesis

H0: Data distribution between respondents is normal.

H1: Data distribution between respondents is not normal.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Significant level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership</td>
<td>0.003</td>
</tr>
</tbody>
</table>
Policy and strategy | 0.020
---|---
Employees | 0.006
Partnerships and resources | 0.001
processes | 0.000
Customer outcomes | 0.000
Employee outcomes | 0.000
Society outcomes | 0.046
key outcomes of performance | 0.000

Table 7: KS test results

With regard to above table, in all cases sig is less than 5 percent. Therefore, the claim of the normal distribution of data between respondents was rejected and should be used the non-parametric functions in statistical analysis.

Hypotheses analysis

First hypothesis: There is a significant relationship between attentions to leadership as a criteria of organizational excellence model (EFQM) and employee performance in Company of Karun oil and gas operations.

<table>
<thead>
<tr>
<th>Independent variable</th>
<th>Independent variable</th>
<th>Correlation</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership</td>
<td>Employee performance</td>
<td>0.586</td>
<td>0.000</td>
</tr>
</tbody>
</table>

Table 8: Spearman's correlation in the first hypothesis

Results of the data analysis in the table 8 indicated that significant level between participative management and empathy is 0.000 and correlation is 0.586. So, there is a significant relationship between attentions to leadership as a criteria of organizational excellence model (EFQM) and employee performance in Company of Karun oil and gas operations with 95% confidence.

Second hypothesis: There is a significant relationship between attentions to Policy and strategy as a criteria of organizational excellence model (EFQM) and employee performance in Company of Karun oil and gas operations.

<table>
<thead>
<tr>
<th>Independent variable</th>
<th>Independent variable</th>
<th>Correlation</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policy and strategy</td>
<td>Employee performance</td>
<td>0.519</td>
<td>0.000</td>
</tr>
</tbody>
</table>

Table 9: Spearman's correlation in the second hypothesis
Results of the data analysis in the table 9 indicated that significant level between participative management and empathy is 0.000 and correlation is 0.519. So, there is a significant relationship between attentions to Policy and strategy as a criteria of organizational excellence model (EFQM) and employee performance in Company of Karun oil and gas operations with 95% confidence.

Third hypothesis: There is a significant relationship between attentions to Employees as a criteria of organizational excellence model (EFQM) and employee performance in Company of Karun oil and gas operations.

<table>
<thead>
<tr>
<th>Independent variable</th>
<th>Independent variable</th>
<th>Correlation</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee</td>
<td>Employee performance</td>
<td>0.494</td>
<td>0.000</td>
</tr>
</tbody>
</table>

Table 10: Spearman's correlation in the third hypothesis

Results of the data analysis in the table 10 indicated that significant level between participative management and empathy is 0.000 and correlation is 0.494. So, there is a significant relationship between attentions to employee as a criteria of organizational excellence model (EFQM) and employee performance in Company of Karun oil and gas operations with 95% confidence.

Fourth hypothesis: There is a significant relationship between attentions to partnerships and resources as a criteria of organizational excellence model (EFQM) and employee performance in Company of Karun oil and gas operations.

<table>
<thead>
<tr>
<th>Independent variable</th>
<th>Independent variable</th>
<th>Correlation</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partnerships and resources</td>
<td>Employee performance</td>
<td>0.589</td>
<td>0.000</td>
</tr>
</tbody>
</table>

Table 11: Spearman's correlation in the fourth hypothesis

Results of the data analysis in the table 11 indicated that significant level between participative management and empathy is 0.000 and correlation is 0.589. So, there is a significant relationship between attentions to Partnerships and resources as a criteria of organizational excellence model (EFQM) and employee performance in Company of Karun oil and gas operations with 95% confidence.

Fifth hypothesis: There is a significant relationship between attentions to processes as a criteria of organizational excellence model (EFQM) and employee performance in Company of Karun oil and gas operations.

<table>
<thead>
<tr>
<th>Independent variable</th>
<th>Independent variable</th>
<th>Correlation</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>processes</td>
<td>Employee performance</td>
<td>0.614</td>
<td>0.000</td>
</tr>
</tbody>
</table>

Table 12: Spearman's correlation in the fifth hypothesis

Results of the data analysis in the table 12 indicated that significant level between participative management and empathy is 0.000 and correlation is 0.614. So, there is a
significant relationship between attentions to processes as a criteria of organizational excellence model (EFQM)and employee performance in Company of Karun oil and gas operations with 95% confidence.

Sixth hypothesis: There is a significant relationship between attentions to customer outcomes as a criteria of organizational excellence model (EFQM)and employee performance in Company of Karun oil and gas operations.

<table>
<thead>
<tr>
<th>Independent variable</th>
<th>Independent variable</th>
<th>Correlation</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer outcomes</td>
<td>Employee performance</td>
<td>0.541</td>
<td>0.000</td>
</tr>
</tbody>
</table>

Table 13: Spearman's correlation in the sixth hypothesis

Results of the data analysis in the table 13 indicated that significant level between participative management and empathy is 0.000 and correlation is 0.541. So, there is a significant relationship between attentions to Customer outcomes as a criteria of organizational excellence model (EFQM) and employee performance in Company of Karun oil and gas operations with 95% confidence.

Seventh hypothesis: There is a significant relationship between attentions to employee outcomes as a criteria of organizational excellence model (EFQM) and employee performance in Company of Karun oil and gas operations.

<table>
<thead>
<tr>
<th>Independent variable</th>
<th>Independent variable</th>
<th>Correlation</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>employees outcomes</td>
<td>Employee performance</td>
<td>0.589</td>
<td>0.000</td>
</tr>
</tbody>
</table>

Table 14: Spearman's correlation in the seventh hypothesis

Results of the data analysis in the table 14 indicated that significant level between participative management and empathy is 0.000 and correlation is 0.589. So, there is a significant relationship between attentions to employee's outcomes as a criteria of organizational excellence model (EFQM) and employee performance in Company of Karun oil and gas operations with 95% confidence.

Eighth hypothesis: There is a significant relationship between attentions to society outcomes as a criteria of organizational excellence model (EFQM) and employee performance in Company of Karun oil and gas operations.

<table>
<thead>
<tr>
<th>Independent variable</th>
<th>Independent variable</th>
<th>Correlation</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Society outcomes</td>
<td>Employee performance</td>
<td>0.589</td>
<td>0.000</td>
</tr>
</tbody>
</table>

Table 15: Spearman's correlation in the eighth hypothesis

Results of the data analysis in the table 15 indicated that significant level between participative management and empathy is 0.000 and correlation is 0.589. So, there is a significant relationship between attentions to Society outcomes as a criteria of organizational excellence model (EFQM) and employee performance in Company of Karun oil and gas operations.
excellence model (EFQM) and employee performance in Company of Karun oil and gas operations with 95% confidence.

**Ninth hypothesis:** There is a significant relationship between attentions to key outcomes of performance as a criteria of organizational excellence model (EFQM) and employee performance in Company of Karun oil and gas operations.

<table>
<thead>
<tr>
<th>Independent variable</th>
<th>Independent variable</th>
<th>Correlation</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>key outcomes of performance</td>
<td>Employee performance</td>
<td>0.695</td>
<td>0.000</td>
</tr>
</tbody>
</table>

Table 16: Spearman’s correlation in the ninth hypothesis

Results of the data analysis in the table 16 indicated that significant level between participative management and empathy is 0.000 and correlation is 0.695. So, there is a significant relationship between attentions to key outcomes of performance as a criteria of organizational excellence model (EFQM) and employee performance in Company of Karun oil and gas operations with 95% confidence.

**Conclusion and Recommendations**

Research findings are as follows: There is a significant relationship between attentions to leadership as a criteria of organizational excellence model (EFQM) and employee performance; there is a significant relationship between attentions to Policy and strategy as a criteria of organizational excellence model (EFQM) and employee performance; there is a significant relationship between attentions to Employees as a criteria of organizational excellence model (EFQM) and employee performance; there is a significant relationship between attentions to partnerships and resources as a criteria of organizational excellence model (EFQM) and employee performance; there is a significant relationship between attentions to processes as a criteria of organizational excellence model (EFQM) and employee performance; there is a significant relationship between attentions to customer outcomes as a criteria of organizational excellence model (EFQM) and employee performance; there is a significant relationship between attentions to employee outcomes as a criteria of organizational excellence model (EFQM) and employee performance; there is a significant relationship between attentions to society outcomes as a criteria of organizational excellence model (EFQM) and employee performance; there is a significant relationship between attentions to key outcomes of performance as a criteria of organizational excellence model (EFQM) and employee performance in Company of Karun oil and gas operations.

Based on the research questions and according to the results of the present study can be raised that organizational excellence model define as a way to achieve the improved performance of employees and thus moving towards excellence. Thus, if organizations follow the criteria of the EFQM model, they can enhance the properties of a leading organization and finally become to excellent organization. In the meantime, criteria of partnership and resources, processes, people results and key results of performance can play a more effective role in this process and organization can become quickly an eminent organization. According to the effectiveness of the new strategic planning such as BSC to improve performance, thus is recommended the use of strategic planning models in Company of Karun oil and gas operations.
operations is recommended. According to material presented, one of the main ways toward organization excellence is practical commitment of organization senior managers to excellence. This issue leads to expansion of commitment to all levels of the organization. Therefore it is recommended that senior management of studied Company should be the leaders of excellence and the main advocators in this road. Culture of organizational excellence is inefficient and incomplete without the knowledge of perception and customer reviews. In the excellence organizations, customer determine the amount of excellence. Due to the effectiveness of customer results role in improved performance and organizational excellence, it is recommended that Company of Karun oil and gas operations pay attention to the comments and surveys information of customers. Excellent organizations performs numerous works about employee empowerment. Due to the effectiveness and role of attention to employees in improved performance and organizational excellence, it is recommended that Company of Karun oil and gas operations pay attention to ideas, comments as well as employees participation in decision-making.
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