



## Study the status of the evaluation system of performance in financial sector of Ministry of Education by using the excellence model of Europe Quality Foundation

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### Abstract

*The aim of this study is to identify the financial performance of the Ministry of Education by using the excellence model of Europe Quality Foundation. The current study is practical in term of purpose and in term of methodology is descriptive- survey research. The study sample are all employees in the financial sector of the Ministry of Education in (2015). To collect data, 186 questionnaires were distributed among the sample. Sampling is done by simple random sampling and by using of Kerejeci-Morgan table. A questionnaire was used for data collection. With the experts' point of view, the validity of questioned was assessed in a desirable level that Cronbach's alpha coefficients and combination and reliability showed great reliability for the questionnaire. The test of research hypotheses was performed by using one-sample t-test and the SPSS software. Analysis of data showed that the financial performance of the Ministry of Education by using the excellence model of Europe Quality Foundation is desirable in nine areas of leadership, policy and strategy, departments, partnerships and resources, processes, personnel, customer results, society results and key performance.*

**Keywords:** *employee performance, excellence model, empowerment, results, self-assessment.*



## **1. Introduction**

The world which we are living in is very complex and has two major features, limited resources and unlimited needs. This factor has led to increasing attention to efficiency. Productivity or improvement in organizational performance can support development programs and create excellence opportunities for organizational. Evaluating the performance and the availability of purposes are tangible needs of each organization (Mohebimoghaddam et al, 2010, 104). European Foundation for Quality Management was established in (1988) by fourteen leading European organization in Brussels, Belgium, in order to excellence of business in European industry through improving the quality as the foundation for continuous improvement. In the excellence model, a model of an organization is presented that is master on the idea and practice, and show other eminent organization in the competitive environment for the growth, survival and supremacy and show how to act (Akbarian and Najafi, 2009, 21). In this model nine domains are considered that five domains are in relation to approaches that are creating the capacity needed and have been named as enablers and four other domains assess the effects of applying the approaches and have been named as results. With this model, which is more for diagnostic purposes, identify the current status of action in compared to an ideal organization. This model is used as a powerful tool to measure and continually improve performance in organizations and companies, companies can compare their success in continuous improvement programs with the best organizations. Also, organizations can strengths, areas of improvement and growth of the organization to determine the path of excellence by using this model (Abzari et al., 2011, 20). As we know, education is composed of different parts, like other institutions which one of these units is the financial unit that the focus of this study on it.

New developments have led to rapidly expand of the service sector, one of the sub-sectors of services is education that has a special place. This is because that this sector has relation with a large portion of society and the task of upbringing is responsible for its efficient manpower. In this regard, it seems that by raising the quality principles in this section can be improved service delivery process to ensure that client satisfaction. Of course, to evaluate the performance different models expressed, that the adoption of these models, organizations can improve their success rate in programs and assess at different times, and also can compare their performance with other organizations, especially best of them (Jelodari Mamaghani, 2005).

The excellence model of Europe Quality Foundation help managers as a tool of inclusive and comprehensive approach to all aspects of organizations, to assist them more accurate understanding of their subordinates. The research was conducted on this basis to assess the financial performance of the Ministry of Education on the basis of an enabling scope and results of the Europe Quality Foundation and identify areas for improvement them.

## **2. Literature of Review**

The performance evaluation is a process that by it the staff task periodically and formally evaluated and assessed. Recognition of strong employees and give rewards them to motivate in this way and to improve their performance and other staff, are the principal causes of performance evaluation. In the past, classical manager evaluate the performance only for controlling their staffs, while todays the aspect of guidance is more important and the main purpose of performance evaluation is to gather essential information about human resources in organizations and be available to administrators so they can perform the necessary decisions in order to enhance the quality and quantity of staff. Therefore, the ultimate goal of



evaluating the performance is efficiency and effectiveness of the organization, not rebuke and punish the poor employees. (Bliss, 2000).

Many organizations are understood the importance of taking into account financial and non-financial performance, but many of them have failed offering this size in a balanced frameworks. According to Kaplan and Norton, while managers focused on financial performance and other focused on operational measures. Such inequality is a cause that measures cannot provide a clear picture of organizational performance. Michael suggested for a balanced approach (Nashvld and Daly, 1999).

Financial metrics are good indicators to reflect past events but they are inadequate and inefficient to indicate the real causes and stimulator of value creation in today's organizations including intangible assets such as knowledge and capabilities of staff, information networks and relationships with customers. Financial metrics are called function index or outcome. They show the results of past actions. Balanced evaluation method while maintaining this function index or outcome consider the related indicators to the stimulator of future performance like Hadyra indicators (Kaplan and Norton, 2004). Balanced evaluation method provided a framework to look at the strategy for value creation, from four different perspectives:

1. Financial strategy for growth, profitability and risk from the perspective of shareholders.
2. Customer: Strategy for value creation and differentiation from a customer perspective.
3. Internal processes and business: strategic priorities for various business processes that leads to customer satisfaction and shareholder.
4. Learning and development: priority to create an environment where organization support changes, innovation and growth. (Kaplan and Norton, 2004).

A brief look at the list of quality awards in the world and how their formation shows that basically have been created on three major models that include: (Mille and Kolorkio, 2006).

1. Deming performance excellence model: the origin of the first country in the world Quality Award was Japan. Deming held one-day and multi-day courses of various levels ranging from leading industry practitioners, managers, engineers, researchers in Japan. His teachings have great influence on the development of cooperative thinking and moving towards quality control in Japan which at that time was at the beginning stage.

The award is the world's oldest prize in quality and productivity which was formed according to new theories and new conditions of economic management in order to improve exports of Japan through improving product quality, promoting overall control in the corporation or comprehensive quality control in the industry and identify successful strategies and raise awareness about the importance and methods in the field of quality management (Razani, 2002).

2. Malcolm Baldrych performance excellence model: After the emergence of a tremendous impact of the Deming Prize in improving the performance for Japanese organizations, growth or improve the quality of their products and ultimately conquer international markets, on the government and industries' managers according to the investigation, Malcolm Baldrige the Trade Minister of the United States presented a proposed the establishment of a prize to congress finally, in 1987, and as a rule and remember Malcolm Baldrych (before the adoption of the law, had died), Malcolm Baldrych's national quality award established and was awarded from 1988 to leading organizations and transcendent in the industrial sector and services and also to organizations engaged in the sectors of health and education from 1999 (Azar and Rajab Zadeh, 2002).



3. The excellence model of Europe Quality Foundation: The excellence model of Europe Quality Foundation is a new model for performance evaluation that assess the organization more comprehensive than traditional methods, one of the advantages of this model is using a strong tool to rate the organization that called logic <sup>2</sup>RADAR (Mohebimoghaddam, 2008).

### **Research Hypothesis**

#### **A) The main hypothesis**

-The financial performance of the Ministry of Education is desirable by using the excellence model of Europe Quality Foundation.

#### **B) The sub-hypothesis**

- The financial performance of the Ministry of Education is desirable in the field of leadership.
- The financial performance of the Ministry of Education is desirable in the area of policies and strategies.
- The financial performance of the Ministry of Education is desirable in the field of staff.
- The financial performance of the Ministry of Education is desirable in the field of partnership and resources.
- The financial performance of the Ministry of Education is desirable in the field of processes.
- The financial performance of the Ministry of Education is desirable in the field of personnel result.
- The financial performance of the Ministry of Education is desirable in the field of customer results.
- The financial performance of the Ministry of Education is desirable in the field of society results.
- The financial performance of the Ministry of Education is desirable in the field of key results.

### **3. Methodology**

The research method is practical in term of purpose and is descriptive and survey in term of method. In this study field method was used to collect the data and for this purpose a standardized questionnaire with 50 items was used to evaluate performance. The population in this study included all employees of Finance Ministry of Education in Tehran that the number of these people are 360. Due to the required sample size of this study 186 questionnaires were distributed among the sample that obtained information from them is analyzed by SPSS software. In this study, a random sampling method is used. To examine the reliability of the questionnaire, a pretest was conducted. Which means the 25 questionnaires distributed and collected among the sample and after the importing of data, reliability (Cronbach's alpha) was calculated. The coefficient for the whole scale was determined 0.969. Given that alpha is larger than 0.7, then we can say that the reliability of the questionnaire was acceptable.

### **4. Findings**

#### **A) The descriptive findings**

In this section, descriptive statistics were used to study the characteristic of the population: Descriptive statistics: the gender of participants had been mostly male (70%); academic achievement of subjects is as (65%) of them is bachelor, most of job experience of participants (37%) is between 11 and 15 years.



## B) Inferential findings

**Hypothesis 1:** The financial performance of the Ministry of Education is desirable in the field of leadership.

**Table 1:** The t results of H1

Number of subjects	Average of replies	Standard deviation	The amount of t	Degrees of freedom	$\alpha$	Sig (The significance level)
186	3.57	0.61	12.76	185	0.05	0.000

Given that in Table 1 the Sig (significance level) is less than  $\alpha = 0.05$ , also due to that calculated mean (3.57) is greater than the theoretical amount of 3 to the confidence of 95%, the research hypothesis is confirmed and this result obtain that: The financial performance of the Ministry of Education is desirable in the field of leadership.

**Hypothesis 2:** The financial performance of the Ministry of Education is desirable in the area of policies and strategies.

**Table 2:** The t results of H2

Number of subjects	Average of replies	Standard deviation	The amount of t	Degrees of freedom	$\alpha$	Sig (The significance level)
186	3.27	0.75	4.94	185	0.05	0.000

Given that in Table 2 the Sig (significance level) is less than  $\alpha = 0.05$ , also due to that calculated mean (3.27) is greater than the theoretical amount of 3 to the confidence of 95%, the research hypothesis is confirmed and this result obtain that: The financial performance of the Ministry of Education is desirable in the area of policies and strategies.



**Hypothesis 3:** The financial performance of the Ministry of Education is desirable in the field of staff.

**Table 3:** The t results of H3

Number of subjects	Average of replies	Standard deviation	The amount of t	Degrees of freedom	$\alpha$	Sig (The significance level)
186	3.47	0.76	8.53	185	0.05	0.000

Given that in Table 3 the Sig (significance level) is less than  $\alpha = 0.05$ , also due to that calculated mean (3.47) is greater than the theoretical amount of 3 to the confidence of 95%, the research hypothesis is confirmed and this result obtain that: The financial performance of the Ministry of Education is desirable in the field of staff.

**Hypothesis 4:** The financial performance of the Ministry of Education is desirable in the field of partnership and resources.

**Table 4:** The t results of H4

Number of subjects	Average of replies	Standard deviation	The amount of t	Degrees of freedom	$\alpha$	Sig (The significance level)
186	3.68	0.58	12.54	185	0.05	0.000

Given that in Table 4 the Sig (significance level) is less than  $\alpha = 0.05$ , also due to that calculated mean (3.68) is greater than the theoretical amount of 3 to the confidence of 95%, the research hypothesis is confirmed and this result obtain that: The financial performance of the Ministry of Education is desirable in the field of partnership and resources.

**Hypothesis 5:** The financial performance of the Ministry of Education is desirable in the field of processes.

**Table 5:** The t results of H5

Number of subjects	Average of replies	Standard deviation	The amount of t	Degrees of freedom	$\alpha$	Sig (The significance level)
186	3.68	0.69	13.52	185	0.05	0.000

Given that in Table 5 the Sig (significance level) is less than  $\alpha = 0.05$ , also due to that calculated mean (3.68) is greater than the theoretical amount of 3 to the confidence of 95%, the research hypothesis is confirmed and this result obtain that: The financial performance of the Ministry of Education is desirable in the field of processes.

**Hypothesis 6:** The financial performance of the Ministry of Education is desirable in the field of personnel result.





**Table 6:** The t results of H6

Number of subjects	Average of replies	Standard deviation	The amount of t	Degrees of freedom	$\alpha$	Sig (The significance level)
186	3.72	0.69	14.18	185	0.05	0.000

Given that in Table 6 the Sig (significance level) is less than  $\alpha= 0.05$ , also due to that calculated mean (3.72) is greater than the theoretical amount of 3 to the confidence of 95%, the research hypothesis is confirmed and this result obtain that: The financial performance of the Ministry of Education is desirable in the field of personnel result.

**Hypothesis 7:** The financial performance of the Ministry of Education is desirable in the field of customer results.

**Table 7:** The t results of H7

Number of subjects	Average of replies	Standard deviation	The amount of t	Degrees of freedom	$\alpha$	Sig (The significance level)
186	3.76	0.63	16.42	185	0.05	0.000

Given that in Table 7 the Sig (significance level) is less than  $\alpha= 0.05$ , also due to that calculated mean (3.76) is greater than the theoretical amount of 3 to the confidence of 95%, the research hypothesis is confirmed and this result obtain that: The financial performance of the Ministry of Education is desirable in the field of customer results.

**Hypothesis 8:** The financial performance of the Ministry of Education is desirable in the field of society results.

**Table 8:** The t results of H8

Number of subjects	Average of replies	Standard deviation	The amount of t	Degrees of freedom	$\alpha$	Sig (The significance level)
186	3.69	0.64	14.73	185	0.05	0.000

Given that in Table 8 the Sig (significance level) is less than  $\alpha= 0.05$ , also due to that calculated mean (3.69) is greater than the theoretical amount of 3 to the confidence of 95%, the research hypothesis is confirmed and this result obtain that: The financial performance of the Ministry of Education is desirable in the field of society results.

**Hypothesis 9:** The financial performance of the Ministry of Education is desirable in the field of key results.

**Table 9:** The t results of H9



Number of subjects	Average of replies	Standard deviation	The amount of t	Degrees of freedom	$\alpha$	Sig (The significance level)
186	3.39	0.70	7.51	185	0.05	0.000

Given that in Table 9 the Sig (significance level) is less than  $\alpha= 0.05$ , also due to that calculated mean (3.39) is greater than the theoretical amount of 3 to the confidence of 95%, the research hypothesis is confirmed and this result obtain that: The financial performance of the Ministry of Education is desirable in the field of key results.

### 5. Discussion and Conclusion

Nowadays, knowledge-based economy is the key to human resources, or human capital in the country. In such circumstances, organizations must equip their HR knowledge, new skills and attitudes with accelerating the development of science and technology and adapt changing environment. The main objective of human resource management in any organization is helping the organization to achieve organizational goals and performance and since performance assessment aware managers about needs of the human resource, organizational culture and attitudes and make possible to identify activities required to improve service quality and reduce costs; human resources management needs a model to reduce problems that measure their success rate in achieving business goals and strategies according that model.

EFQM Excellence Model is a non-prescriptive framework that comes into force based on the results of the performance of the organization, customers, and communities through leadership, policy and strategy, motivation, participation, resources and processes. This model focuses on excellence in all aspects of management and is applicable in any organization and in all sizes that in addition to the universal acceptance, is the basis of evaluation and awarding prizes to national productivity and business excellence in Iran. However, in our country, every year, several references try to assess based on excellence model of Europe Quality Foundation that is parallel action and by using a model of excellence. This model operates based on several factors including the rate of an organization. Managers can adapt their organizations to the standards required pattern, to strengthen the organization's strengths and fix their weaknesses and minimize their distance with global high score or excellence level. The main objective of this study is to identify the financial performance of the Ministry of Education with the excellence model of Europe Quality Foundation.

This research has done with the topic of "the financial performance of the Ministry of Education with the excellence model of Europe Quality Foundation" with the aim of to determine the relationship between organizational silence with organizational efficiency in the Department of Education of Qaemshahr with nine categories the field of leadership, policy and strategies, employees, key performance results, processes, personnel result, customer results, society results, and in the domain of resources and partnerships. So some hypotheses were formulated which were tested using univariate t-test. In the present study it was shown that" the financial performance of the Ministry of Education is desirable by using the excellence model of Europe Quality Foundation" that is consistent with the research results of Asgharzadih et al. (2014), Anstasyadv et al. (2014), Kmptlyvhmkaran et al. (2011), Shoughi et al. (2013) and Dodangeh et al (2011). Thus, based on the results of this study, following suggestions are presented:





-In the process of establishing the quality organizations in educational organizations should follow six-step process of: thinking, initial experience on the evaluation of the quality of processing model, a native of the evaluation process, culture (attachment) and finally structuring. Therefore, it is necessary to create culture supportive structures at different organizational levels of education after localize the model of excellence in this research.

-In order to give more validate the proposed model, after running the model in a limited number of schools and adoption its implementation will gradually develop and the relationships among the factors examined in future research.

Experience shows that director of education due to lack of university education in management and lack of opportunity with the concepts of organizational excellence and many of the mentioned factors are not familiar research excellence model and how to realize them. Because of the excellence model to a school's quality management involves many factors, so can be a suitable framework for planning professionally in-service training of school principals to them.

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