# Quality of Trade Promotion Organization Regarding Staff, Customers and Society Results, Based on the Business Excellence Model

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## ABSTRACT

The purpose of this study is to assess the quality of the Trade Promotion Organization regarding staff, customers and society results based on the Business Excellence Model. The statistical population consists of 605 people and the sample size is 99 people selected through simple random sampling and calculated using Cochran formula. A descriptive – survey method was applied in this research. Data collection instrument was a self-assessment questionnaire based on the EFQM Excellence Model (2013) with X questions and X options. The reliability coefficient was calculated at 936% by Cronbach's alpha. As for validity, only face validity was taken into account. Data analysis was performed using SPSS and univariate t inferential statistics was applied to answer the research questions. The final results showed that Trade Promotion Organization is weak regarding staff, customers and society results based on business excellence model.

**KEYWORDS:** Staff, Customers and Society Results, Excellence Model, Assessment, Quality

## 1. INTRODUCTION

Management is the most prominent and most special institution in all organizations. Undoubtedly, management is proportionately dealt with in various organizations [1]. Management, in its general sense of the term, is not a new phenomenon. It has always and everywhere been in focus of attention. Indeed, management is a process for effective and efficient application of human and material resources in planning, organization, directing, controlling, leadership, and coordination to achieve organizational goals [2].

European Foundation for Quality Management has designed EFQM model to determine the growth and development of organization excellence and restoration of the ways it is achieved. Using this model, which is mostly of identifying nature, the current status of an organization can be identified compared to an ideal one. By using this model, organizations can identify strengths, areas for improvement and size of organization growth to determine the path to excellence [3]. Continuous improvement of organizational performance creates great synergy which can support growth, development and creation of opportunities for organizational excellence. Governments, organizations, and institutions make progressive efforts in this case. On the turn of the twenty-first century, the rapid political, social, cultural and economic change, the changed role of governments from direct sourcing to guidance, promotion of competitiveness, and lack of strict laws against monopoly and anti-competitive activities are among the main factors to maintain a competitive and successful presence on the national and international scenes.

In this regard, Business Excellence Model is remarkably successful as a powerful tool in meeting organizations' needs and is also of great importance in pathology of organizations and in determining the path to excellence in human resources. The EFQM Excellence Model is designed so as to be applied both as a tool for competitions and for pathology and planning of organizational development [4].

The present study aims to evaluate the quality of Trade Promotion Organization of Iran using the EFQM model and to investigate the success of the organization based on business excellence model in developing foreign trade, marketing, advertisement and expanding global markets for export goods and services, developing businesses and increasing their ability of non-oil exports and improvement of trade balance, providing commercial information and taking the necessary measures to eliminate red tape and to streamline business, preparing appropriate laws and regulations for business activities and developing bilateral, multilateral and regional cooperation with other countries, as well as providing facilities and assistance for export development and improvement of goods and services quality according to the country's comparative and competitive advantages.

**Research Objectives:**
Trade Promotion Organization quality regarding staff, customers and society results based on the Business Excellence Model.

**Secondary objectives:** A) The quality of the Trade Promotion Organization regarding staff results based on EFQM Excellence Model; B) The quality of the Trade Promotion Organization regarding customer results

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based on EFQM Excellence Model Excellence Model; C) The quality of the Trade Promotion Organization regarding society results based on EFQM Excellence Model.

In a study titled "Self-assessment based on the EFQM Excellence Model in Hashemi Nejad hospital," Amiri [5] observed that self-assessment enables the organization to identify its status in the path to excellence as matched against excellent organization models and thus improve its status. It was a cross-sectional descriptive study. The study population consisted of the team members implementing EFQM model in Hashemi Nejad hospital. Due to limited population, no sampling has been done. The data collection instruments in the study were self-assessment questionnaires based on the EFQM Excellence Model. Finally, using SPSS, each of 9-item elements constituting the model was determined based on the corresponding weight. The results showed that the total scores of self-assessment in the hospital add up to 763 and the score percentage corresponding to each of the nine factors were as follows: 80.6% leadership, 75.8% policy and strategy, 77.6% staff, 82.3% partners and resources, 76.9 procedures, 77.5 customer results, 71.3 people results, 63.3 society results, and 82.1 key performance results [5].

In Iran, Amiri et al. [6] reported the results of evaluation of university hospitals in Isfahan province based on the EFQM model as follows: 56% leadership, 44% policy and strategy, 64% staff, 56% partnerships and resources, 51% procedures, 47% staff results, 51.5% customer results, 47% society results, 49% key performance results [6].

Loneca et al. [7] concluded that the criterion weight of EFQM varies from country to country and what actually happens in companies does not match the model, lacks necessary stability, and it changes over the years. For example, the people weight results in 2001 were significantly lower than those in years 1998-1999 [7].

## 2.  MATERIAL AND METHODS

The purpose of this study was to evaluate the quality of the Trade Promotion Organization in Iran. Accordingly, the study population consisted of managers, director assistants, specialized experts, staff, and administrative officers other than workers of the service sector who add up to 605 people.

**Sampling methods:**
Due to the large number of people in the population, a sample representing the population was selected through random sampling and questionnaires were distributed among the people.

**Measuring Tools:**
The 2013 edition of questionnaire introduced under the title of "self-assessment EFQM excellence model questionnaire" by the European Foundation for Quality was used to collect information from the statistical sample.

**Data Analysis:**
For data analysis, the research questions were answered in the statistical section. To answers the questions, first, the Cronbach alpha test was carried out and the normality of the data was calculated; then, given that the data follow a normal distribution, univariate parametric t-test was used. The data were analyzed using SPSS and questions were answered through univariate t-test.

**Validity:**
Face validity was evaluated for determining the questionnaire validity. The professors, advisors, and experts' confirmation was used for validity of the questionnaire .

**Reliability:**
Cronbach formula was used to test the reliability of the questionnaire. The reliability coefficient was calculated at 963%.

## 3.  RESULTS

**Question 1:** How is the quality of Trade Promotion Organization regarding the staff results of Business Excellence model?
The results of the table above shows that observed $t$ is (-13.15). Thus, the null hypothesis is rejected. In other words, the observed mean (1.34) is smaller than expected (2.5). It can be concluded that regarding the staff results of EFQM Excellence Model, the quality of Trade Promotion Organization is not only lower than that of the population average, but even weaker than that.

**Table 1.** Descriptive statistics for evaluation of the quality of Trade Promotion Organization regarding the staff results of Business Excellence model

| Item | Deviation error of the mean | Standard deviation | Mean | Number |
|---|---|---|---|---|
| **Staff results of Business Excellence model** | 0.088 | 0.878 | 1.34 | 99 |

**Table 2.** Univariate t-test for evaluation of the quality of Trade Promotion Organization regarding the staff results of Business Excellence model

| 2.5 = Expected mean | | | | | | |
|---|---|---|---|---|---|---|
| | Mean difference | Level of significance | Degree of freedom | t | Level of confidence | |
| | | | | | low | high |
| Staff results of Business Excellence model | -1.16 | 98 | 0.001 | -13.15 | -1.33 | -0.98 |

**Question 2:** How is the quality of Trade Promotion Organization regarding the customer results of Business Excellence model?

The results of the table above shows that observed *t* is (-24.09). Thus, the null hypothesis is rejected. In other words, the observed mean (1.21) is smaller than expected (2.5). It can be concluded that regarding the customer results of EFQM Excellence Model, the quality of Trade Promotion Organization is not only lower than that of the population average, but even weaker than that.

**Table 3.** Descriptive statistics for evaluation of the quality of Trade Promotion Organization regarding the customer results of Business Excellence model

| Item | Deviation error of the mean | Standard deviation | Mean | Number |
|---|---|---|---|---|
| Staff results of Business Excellence model | 0.053 | 0.533 | 1.21 | 99 |

**Table 4.** Univariate t-test for evaluation of the quality of Trade Promotion Organization regarding the customer results of Business Excellence model

| 2.5 = Expected mean | | | | | | |
|---|---|---|---|---|---|---|
| | Mean difference | Level of significance | Degree of freedom | t | Level of confidence | |
| | | | | | low | high |
| Staff results of Business Excellence model | -1.29 | 98 | 0.001 | -24.09 | -1.39 | -1.18 |

**Question 3: How is the quality of Trade Promotion Organization regarding the society results of Business Excellence model?**

The results of the table above shows that observed *t* is (-17.61). Thus, the null hypothesis is rejected. In other words, the observed mean (1.18) is smaller than expected (2.5). It can be concluded that regarding the society results of EFQM Excellence Model, the quality of Trade Promotion Organization is not only lower than that of the population average, but even weaker than that.

**Table 5.** Descriptive statistics for evaluation of the quality of Trade Promotion Organization regarding the society results of Business Excellence model

| | Deviation error of the mean | Standard deviation | Mean | Number |
|---|---|---|---|---|
| Customer results of Business Excellence model | 0.074 | 0.742 | 1.18 | 99 |

**Table 6.** Univariate t-test for evaluation of the quality of Trade Promotion Organization regarding the society results of Business Excellence model

| 2.5 = Expected mean | | | | | | |
|---|---|---|---|---|---|---|
| | Mean difference | Level of significance | Degree of freedom | t | Level of confidence | |
| | | | | | low | high |
| Staff results of Business Excellence model | -1.31 | 98 | 0.001 | -17.61 | -1.46 | -1.16 |

## 4. DISCUSSION AND CONCLUSION

Amiri [5] conducted a research titled "self-assessment based on the EFQM Excellence Model in Hashemi hospital [5]" Considering that its scores seemed unreal, the overall quality was higher than average. Therefore, his study is not consistent with the present study. In their study entitled "Assessment of the Social Security Hospitals," Azar et al. [8] found that the results were less than desirable. Therefore, their results are consistent with the present study. In a study titled "performance of Shahid Rajaee hospital in Qazvin," Qazvini et al. [9] came with the result of 63.18 distances from the optimal status, which indicates its consistency with the present study.

**Question 1: How is the quality of Trade Promotion Organization regarding the staff results of Business Excellence model ?**

The results of the table above shows that observed t is (-13.15). Thus, the null hypothesis is rejected. In other words, the observed mean (1.34) is smaller than expected (2.5). It can be concluded that regarding the staff results of EFQM Excellence Model, the quality of Trade Promotion Organization is not only lower than that of the population average, but even weaker than that. In their study conducted to identify the forces and areas required for improvement and motivation of quality culture in a hospital in Italy, Ottoman et al concluded that staff results were low, which is consistent with the present study.

**Question 2: How is the quality of Trade Promotion Organization regarding the customer results of Business Excellence model?**

The results of the table above shows that observed t is (-24.09). Thus, the null hypothesis is rejected. In other words, the observed mean (1.21) is smaller than expected (2.5). It can be concluded that regarding the customer results of EFQM Excellence Model, the quality of Trade Promotion Organization is not only lower than that of the population average, but even weaker than that.

In their study titled "assessment of the airline performance based on the EFQM Excellence Model," Baqeri [10] found that the measure of customer results was far from desirable, which is consistent with the present study.

**Question 3: How is the quality of Trade Promotion Organization regarding the society results of Business Excellence model?**

The results of the table above shows that observed t is (-17.61). Thus, the null hypothesis is rejected. In other words, the observed mean (1.18) is smaller than expected (2.5). It can be concluded that regarding the society results of EFQM Excellence Model, the quality of Trade Promotion Organization is not only lower than that of the population average, but even weaker than that.

In their study titled "university assessment in Isfahan based on the EFQM model," Amiri et al. (2010) obtained society results at 47% which is lower than average [6]. Accordingly, their results are consistent those of the present study.

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