

Evaluating the Performance of East Azerbaijan Province Head Bureau of Cooperative on the Basis of Excellence Model EFQM in 2011

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ABSTRACT

The aim of the present study, the operational determination of the Department of East Azerbaijan province (Iran), on the basis of Cooperative Excellence EFQM Model, (European Foundation for Quality Management) in 1390. The Method used for the present study, descriptive survey research which is also applicable in respect of the aim. The volume statistics, Eighty five persons, include all managers and staff members of total cooperative of East Azerbaijan province. Standardize excellence questionnaire assessment tools of (EFQM) Model, which includes 9 criteria and 32 sub criteria; each sub criteria bears tips and concrete instances of its EFQM Model. Professors and specialists use it to check the validity of the questionnaire, and its reliability is calculated using Cronbach's alpha 0.949, and 'Excel and spss software' for analyzing the data. Office of cooperative research results suggest that the criteria for leadership in East Azerbaijan province earned 65.60 points, policies and strategies 51.90 points, human resources 44.35 points, partnerships and resources 56.47 points, processes 95.87 points, customer results 123.74 points, human resources results 56.47 points, society results 40 points, results in key performance 82 points, total enablers 317.62 points, total results 302.21 points and overall total of 619.65 points from 1000 points based on EFQM Model.

KEYWORDS: EFQM Model, Head Bureau of Cooperative, East Azerbaijan, Criteria Excellence.

1. INTRODUCTION

Today's businesses throughout the country face many challenges in the globalization process. Being present in global markets, and even remaining in the domestic markets, requires competition with strong competitors and to enhance productivity and quality levels in the organization, competitiveness of economical firms require proper planning for deployment of managerial systems.

In today's world, given the speed and volume of information and challenges facing organizations, the necessity of having certain criteria for position determination and planning based on knowing the strengths and weaknesses, appears more than before. Creating an atmosphere of intense competition among organizations and their endless efforts to improve the quality of their services and products, and to meet customer needs and expectations, caused the organizations to seek for a more comprehensive, reliable and flexible assessment of their performances; thus, comprehensive and accurate information about position, status and performance in society can be obtained; having known the strengths and weaknesses of the past, prevents future errors and ensures their survival (Sheikhzadeh and Bahramzadeh, 2008).

For every organization, the need to evaluate the system is essential for the level of awareness of the desirability and quality of their activities, particularly in complex dynamic environments. On the other hand, Lack of assessment and control in any system, means communication difficulties either with the environment or within the organization which can result in Caducity and eventually death of that organization. It is quite possible that the Phenomenon of sudden death of an organization, not to be felt by the senior managers of that organization. However, studies show that the lack of a system makes it impossible for feedback gain and possible measures to develop and improve the organization's activities (Arshadi, 2006).

In attaining its goals and objectives, organizations need models to measure and assess the achievement of success, and to acquire true image by the help of such models, they can compare the current situation with what the ideal situation should be.

Results oriented, empowering employees and their participation in the current developments and activities, developing a culture of customer focus, leadership of the organization and stability of goals, respect for the customer's

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interests with suppliers and business partners, the community benefits and environmental observations, process managements, decision making based on facts, learning, innovation, continuous improvement and ultimately in the interest of fairness to all stakeholders, are among concepts and values; when all these are fulfilled in an organization, that organization will grow. Models of excellence, serves as a tool to measure the director of research for this purpose.

In this regard, the Competitiveness of the European Foundation for Quality Model (EFQM), as a basic framework for evaluating and improving the organization has been introduced. Such model indicates benefits of the sustainability that an excellent organization should achieve. This model is intended to measure the principles and to introduce the main criteria for quality management. The design work started in 1989 and its mission, to guide the European Organizations for a lasting excellence. European Excellence Model Performance is based on the assumption that the higher results (including customer satisfaction, employee satisfaction, society results and key performance) through strong leadership, competent staff who are committed to the organization, well-defined policies, processes, resources and strong partnerships, achieved (Najmi, 2008, 15-17).

Using this model, the present study is considering to try a new experience and with something innovative for the first time to evaluated (self-assessment), the overall performance of cooperative service organizations of East Azerbaijan province, among all cooperatives in Iran. This study will help the organization to identify their strengths and weaknesses and to become a dynamic and progressive organization, needed reforms to be made by managers and be able to respond to environmental changes.

2. REVIEW OF LITERATURE

Cooperative Office: Cooperative Office, Labor and Social Welfare in East Azerbaijan and its mission, goals and tasks established in the year 1956. Adjusting labor relationship between employee and the employer, Preservation and protection of labor in compliance with Islamic norms and public interests, estimation and evaluation of human resources and employment opportunities, providing facilities and social services to employees, the promotion of Islamic vision, And awareness of their overall mission of the Department of Cooperatives, Labor and Social Welfare, formed.

Department managers and staff with their inexhaustible commitment and constant efforts are providing twenty-four hours services appropriate to the noble people of the province. Department of Cooperatives, Labor and Social Welfare of East Azerbaijan, has placed four categories in areas of assistant financial administrative, Office of Labor Relations, Director General of Social Affairs and Employment and the Department. In addition, the work administration of cities and affiliated offices, including research and education and health protection in the northwest of the country, (Tabriz), Administration of unemployment insurance, non-governmental Job finding Administration, Cultural and sports complexes 1 and 2 which employees are accompanied with (<http://www.kar-azsharghi.ir>).

The Concept of Assessment: Includes, measuring a variable ratio to a specified standard.

The Concept of Organizational Performance: Several definitions are presented for performance evaluation; Some have said: a systematic attempt to understand exactly how government services respond to the public needs and what is the government ability to meet those needs (Nabitz, 2007a). And some have known it to be the process of assessing and measuring the performance of some organizations in the context of scientific principles and concepts of management to achieve organizational goals and tasks in executive programs (Moeller and Sonntag, 2001).

Organizational performance, refers to how the missions are performed, tasks and activities of organizations and results obtained. Assessment, complex process of evaluation, is valuation and judgment of performance. Werder and Davis believe: performance evaluation is a process that working performance is measured and when done correctly, employees, supervisors, managers, and ultimately the organization will benefit from it. Casio defines the performance evaluation as a systematic description of the strengths and weaknesses of a person or a group entrusted with the tasks.

"Performance evaluation in how to use the facilities and resources", to be expressed in terms of performance indicators; If we were to give the simplest definition, attributed the performance to understand output, the performance evaluation of the effectiveness of managerial decisions on efficient use of resources and facilities. Performance evaluation in the organizational activity is usually synonymous with effectiveness. By effectiveness we mean, measurement of achieving goals and programs with efficient characteristics of practical operations (Jelodarimameghani, 2006).

In general, performance evaluation is referred to as the "process of evaluation and performance measurement in systems in a specified period; so that judging expectations and indicators for the assessing systems are clear and pre-notified" (Najmi and Hosseini, 2004).

3. Traditional and modern perspectives on performance

The Traditional Perspective: in the traditional Perspective, the main purpose of the evaluation is judgment and assessment of performance.

The Modern Perspective: While in the Modern Perspective, philosophy of assessment is concentrated on the development and continuous improvement of the one being evaluated.

The outcome of the evaluation system based on the Modern Perspective will be improved satisfaction, increased performance and ultimately the effectiveness of the organization's activities. The study conducted in Europe, indicated a growing tendency of government evaluators towards the Modern Perspective. According to the results obtained of the studies done by the authors' assessment of governmental systems, the Modern Perspective is better and more successful than the Traditional Perspective (Management Planning, 2006).

4. Objectives of evaluating organizational performance

In a study of 147 cases of public and private organizations in the United Kingdom conducted by Farmer (2004), introduced and mentioned in Table 1. as the use of performance evaluation.

Table 1: Purposes of Evaluating Organizational Performance

Farmer View	Other Researchers View
Management effectiveness and efficiency of operations and access control	Development process in the correct setting goals in an organization
Development of scientific management in the organization	Permanent strengthening of the recovery process (kaizen) in the organization
Presenting the acquired value	Best use of Resources
Facilitating communication and efficient management for all beneficiaries	Improving the ability of the organization to achieve goals
Performance in line with strategy	Official's more precise decision-making
Continuous improvement of quality	Clarification of the strengths and weaknesses of the performance
Support from the public response	Increasing community participation with the organization through knowledge of performance
Ensuring compliance with professional criteria	Institutionalization of change acceptance
Staff motivation and compensation	Evolution and Organization growth

Source: (Sheikhzadeh, 2009)

In general, performance goals can be summarized in the following three cases:

- 1) Strengthen the sense of planning, accountability, participation and clarification of operations
- 2) Identifying strengths and weaknesses of Operations
- 3) Development, growth and continuous improvement of performance

In sum, the ultimate goal of performance evaluation could very well be improving the effectiveness of the organization.

5. Levels of organizational performance

Perhaps it can be stated that performance evaluation at all levels are related and have impact and influence on one another which cannot be separated; for performance at one level effects all levels; as a multi-level theory emphasizes this fact; But if we want to have a denotative meaning of the levels of performance evaluation, performance evaluation of various categories in the following Table 2. can be outlined.

Table 2: Assessment Levels of Organizational Operation

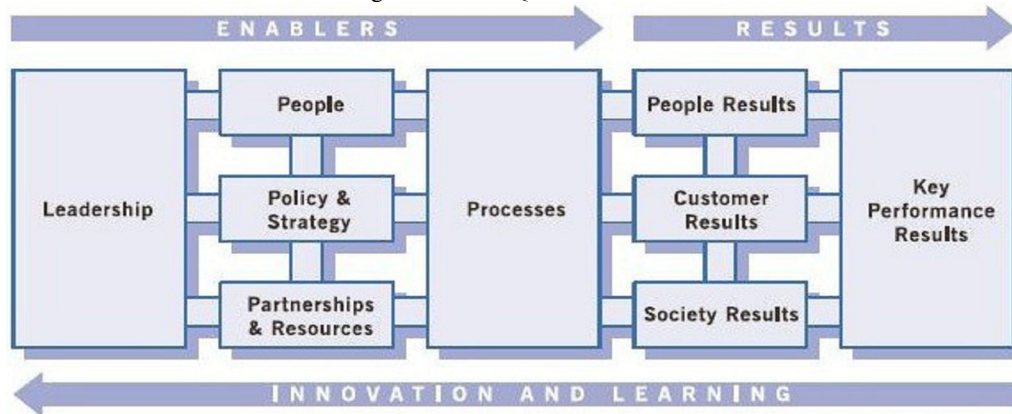
In Terms of Comprehensiveness	In Terms of Type	In Terms of Subject	In Terms of Level
Comprehensive Assessment Of Performance	Internal Assessment	Assessment Of Organizational Performance	Strategic Level
Relative Assessment Of Performance	External Assessment	Assessment Of Management Performance	Systematic Or Organizational Level
		Assessment Of Managerial Performance	Operational Or Inner Organizational Level
		Assessment Of Staff Performance	
		Assessment Of Systems Performance and Organizational processes	
		Assessment Of Designs Performance and ...	

Source: (Sheikhzadeh, 2009)

6. Organizational excellence model, european foundation for quality management (efqm)

1.6. EFQM Model Criteria and how they are rated

Figure 2. The EFQM model criteria



www.EFQM.Org

The model which Organizational Excellence Award is based on, has 9 criteria. Five criteria are Enablers, and four others are the results.

Enablers: Leadership, Policy and Strategy, Staff (human resources), Partnership and Resources, Processes.

Results: customer results, Staff results (human resources), social results, key operational results.

Enabler criteria, covers whatever an organization does, and result criteria are what an organization obtains. The results are obtained by the implementation of the enablers, and enablers improve by getting feedback from the results. Innovation and learning helps to improve enablers and improved enablers makes improved results. Each of the nine criteria of the National Productivity Award for organizational excellence includes several components, which highlights different aspects of the criteria. In the following, criteria of the models and their components are each defined.

Criteria 1: Leadership (100 points)

Transcendental leadership, developed vision and mission and achieving them have implemented the required values and systems for sustainable success of the organization and by their proper behavior have put them to practice. During the changes in the organization, they have stability in their intentions and purpose, wherever necessary; and are able to change the direction of the organization and encourage employees to follow it.

Criteria 2: Policy and Strategy (80 points)

Excellent Organizations, their transcendental goals and missions by creating and developing a strategy focused on the interests of beneficiary and taking part in the market, are working together to make it happen. Policies, objectives and processes to develop and implementation of strategies will flow.

Criteria 3: People (Staff / Human Resources) (90 points)

Excellent Organizations, control, develop and benefit from full ability of Staff on an individual level. They promote justice and equality, have the staff participation in the affairs and give them authority. These organizations pay attention to the staff, make contact, encourage and praise them in such way that creates great motivation and commitment in them to use their knowledge and skills when and where necessary for the interest of the organization.

Criteria 4: Partnerships and Resources (90 points)

Excellent Organizations, to support policy and implementing strategy, for effective processes, plan and manage external commercial participation, their suppliers and internal resources.

Criteria 5: Processes (140 points)

Excellent Organizations, in order to obtain full satisfaction and increasing value for customers and other beneficiaries, design, manage and improve their processes.

Criteria 6: Customer Results (200 points)

Excellent Organizations inclusively measure and achieve the results of their customers.

Criteria 7: People Results (90 points)

Excellent Organizations inclusively measure and achieve the results of their employees.

Criteria 8: Society Results (60 points)

Excellent Organizations inclusively measure and achieve the results of the society.

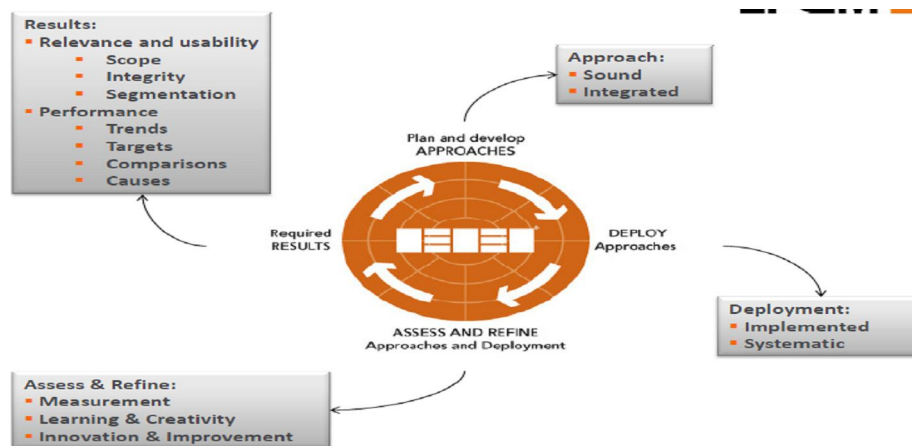
Criteria 9: Key performance Results (150 points)

Whatever the Organization obtains in regards to the costumers (Riyahi, 2006)

2.6. Evaluating the Logic RADAR and full Process of Assessment in the EFQM Model

Reasonable measuring of an organization that exists due to the EFQM Model is the RADAR logic, which is the abbreviation for the following terms: Results, Approach, Deployment, Assessment and Review. This logic states that for an organization to achieve desired results must have appropriate programming and approach. This approach should be implemented, performed and accelerate from deep inside the organization, and finally the organization's performance must be evaluated and if necessary, revised (Marr and Schiuma, 2003; Calvo and et. al, 2006).

Figure 3. Logic RADAR



7. Excellent levels of the efqm model and award process

In late 2001, the European Foundation for Quality Management introduced some levels as the levels of excellence for the purpose of encouraging organizations to be situated in the path of Excellence. Until then, only organizations that had excellent levels could evaluate their level of excellence according to the European Quality Award, and this had caused disappointments for other organizations whose efforts were done to be Excellent. This was done in response to the growing demand by organizations to help determine their place on the path to excellence. EFQM foundation's goals in this plan are as the following:

- To generalize the concept and the culture throughout Europe.
- To increase the number EFQM model recipients in order to improve their organizational performance.
- Provide mechanisms and services to help organizations improve their excellence.

Levels defined by EFQM, include:

- 1- Level of Commitment to Excellence
- 2- Level of recognition of excellence
- 3- First runner ups (finalists)
- 4- First prize winners
- 5- Award winner, (EFQM Level of Excellence, 2003).

8. Previous researches conducted surrounding the issue of assessment

Torabi and Hosseinzade (2009), conducted a study, 'self-assessment', based on EFQM Organizational Excellence Model in two chosen hospitals (Imam Khomeini and Naft), in the city of Ahvaz. The results for Imam Khomeini hospital show: Leadership 66.8, Policy and Strategy 66, staff 65.5, resources and partners 70.4, processes 63.9, the results of customers 62.3, the results of staff 60.6, the results of the society 63.6, and the results of key performance 68.6. In Naft hospital: Leadership 72.24, Policy and Strategy 76.4, staff 66.4, resources and partners 63.4, processes 65.07, the results of customers 62.84, the results of staff 56.4, the results of the society 59.45, the results of key performance 45.94. The total sum of their self – assessment: Imam Khomeiny hospital: 651.79 and Naft Hospital: 651.14.

Eghbal et al, 2009, conducted a study based on the performance of EFQM excellence model, evaluating human resource management of Isfahan University of Medical Sciences and results indicate that management and human

resources allocated score of 516, and in the field of enablers score of 294, and in the field of results score of 222. Also in 9 criteria : Leadership 61%, Policy and Strategy 75%, staff 58%, resources and partners 52%, processes 53%, the results of customers 43%, the results of staff 43%, the results of the society 55%, and the results of key performance 52%.

Nabitz (2007), in a case study conducted in a hospital in Amsterdam, the Netherlands, the evaluation results can be expressed as follows: Leadership 43%, Policy and Strategy 65%, staff 63%, resources and partners 58%, processes 64%, the results of customers 33%, the results of staff 53%, the results of the society 56%, and the results of key performance 35%.

Khalilnaghdeh (2005) conducted a study; by the title of performance evaluation of Pegah pasteurized Milk Company of East Azerbaijan province based on East European Foundation for Quality Management Excellence Model. In this evaluation, East European Foundation for Quality Management Excellence Model was used to assess Pegah pasteurized milk company of East Azerbaijan province and the score in criteria 9, respectively as follows: Leadership 31%, Strategy 34%, staff 32%, resources and partners 38%, processes 40%, the results of customers 37%, the results of staff 31%, the results of the society 42%, and the results of key performance 36%.

9. The questions of the research

- 1- To what extent is the cooperative performance of East Azerbaijan province, based on criteria of leadership of organizational excellence model EFQM?
- 2- To what extent is the cooperative performance of East Azerbaijan province, based on criteria of policy and strategy of organizational excellence model EFQM?
- 3- To what extent is the cooperative performance of East Azerbaijan province, based on criteria of human resource of organizational excellence model EFQM?
- 4- To what extent is the cooperative performance of East Azerbaijan province, based on criteria of partnership and resources of organizational excellence model EFQM?
- 5- To what extent is the cooperative performance of East Azerbaijan province, based on criteria of processes of organizational excellence model EFQM?
- 6- To what extent is the cooperative performance of East Azerbaijan province, based on criteria of results of customer of organizational excellence model EFQM?
- 7- To what extent is the cooperative performance of East Azerbaijan province, based on criteria of results of staff of organizational excellence model EFQM?
- 8- To what extent is the cooperative performance of East Azerbaijan province, based on criteria of results of society of organizational excellence model EFQM?
- 9- To what extent is the cooperative performance of East Azerbaijan province, based on criteria of results of key performance of organizational excellence model EFQM?

10. RESEARCH METHODOLOGY

Method used for the present study is a practical descriptive survey. The statistical population includes 85 persons, all managers and employees at cooperative of East Azerbaijan province. Sample volume calculation is obtained based on the Morgan's Random Sampling and for $n > N$ 0.05 Sample volume obtained after adjusting 40 persons. To collect data, a statistical sample of Organizational Excellence Model (EFQM)'s standard questionnaire which includes 9 criteria and 32 sub criteria is used. Each sub criteria has objective facts and examples of the EFQM model criteria, to investigate the validity of questionnaire of professors and experts, and reliability of questionnaire using Cronbach's terraced table 0/949.

Table 3: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.949	0.949	50

11. DATA ANALYSIS

Question 1. To what extent is the cooperative performance of East Azerbaijan province, based on criteria of leadership of organizational excellence model EFQM?

Table 4: The Result of Descriptive Statistics for Criteria of Leadership

Statistics		
T leadership		
N	Valid	40
	Missing	0
Mean		65.60
Median		64.06 ^a
Mode		60
Sum		2624
a. Calculated from grouped data.		

According to Table 4. mean performance of the cooperative of East Azerbaijan province, based on criteria of leadership, organizational excellence model score of 65/60 of 100 points based on EFQM model.

Question 2. To what extent is the cooperative performance of East Azerbaijan province, based on criteria of policy and strategy of organizational excellence model EFQM?

Table 5: The Result of Descriptive Statistics for Criteria of Policy and Strategy

Statistics		
Tpolicystrategy		
N	Valid	40
	Missing	0
Mean		51.9000
Median		51.5625a
Mode		50.00
Sum		2076.00
a. Calculated from grouped data.		

According to Table 5. mean performance of the cooperative of East Azerbaijan province, based on criteria of policy and strategy, organizational excellence model score of 51.90 of 80 points based on EFQM model.

Question 3. To what extent is the cooperative performance of East Azerbaijan province, based on criteria of human resource of organizational excellence model EFQM?

Table 6: The Result of Descriptive Statistics for Criteria of Human Resource

Statistics		
Tpeople		
N	Valid	40
	Missing	0
Mean		44.3575
Median		44.0526a
Mode		45.00
Sum		1774.30
a. Calculated from grouped data.		

According to Table 6. mean performance of the cooperative of East Azerbaijan province, based on criteria of human resources, organizational excellence model score of 44.35 of 90 points based on EFQM model.

Question 4. To what extent is the cooperative performance of East Azerbaijan province, based on criteria of partnership and resources of organizational excellence model EFQM?

Table 7: The Result of Descriptive Statistics for Criteria of Partnership and Resources

Statistics		
Tpartnerships		
N	Valid	40
	Missing	0
Mean		59.7225
Median		58.4700a
Mode		58.50
Sum		2388.90
a. Calculated from grouped data.		

According to Table 7. mean performance of the cooperative of East Azerbaijan province, based on criteria of partnership and resources, organizational excellence model score of 59.72 of 90 points based on EFQM model.

Question 5. To what extent is the cooperative performance of East Azerbaijan province, based on criteria of processes of organizational excellence model EFQM?

Table 8: The Result of Descriptive Statistics for Criteria of Processes

Statistics		
Tprocesses		
N	Valid	40
	Missing	0
	Mean	95.8750
	Median	94.3750a
	Mode	90.00b
	Sum	3835.00
a. Calculated from grouped data.		
b. Multiple modes exist. The smallest value is shown		

According to Table 8. mean performance of the cooperative of East Azerbaijan province, based on criteria of partnership and resources, organizational excellence model score of 95.87 of 140 points based on EFQM model.

Question 6. To what extent is the cooperative performance of East Azerbaijan province, based on criteria of results of customer of organizational excellence model EFQM?

Table 9: The Result of Descriptive Statistics for Criteria of Results of Customer

Statistics		
TcostumerResult		
N	Valid	40
	Missing	0
	Mean	123.7450
	Median	124.1500a
	Mode	126.90
	Sum	4949.80
a. Calculated from grouped data.		

According to Table 9. mean performance of the cooperative of East Azerbaijan province, based on criteria of results of customer, organizational excellence model score of 123.74 of 200 points based on EFQM model.

Question 7. To what extent is the cooperative performance of East Azerbaijan province, based on criteria of results of staff of organizational excellence model EFQM?

Table 10: The Result of Descriptive Statistics for Criteria of Results of Staff

Statistics		
TpeopleResult		
N	Valid	40
	Missing	0
	Mean	56.4750
	Median	56.3684a
	Mode	58.50
	Sum	2259.00
a. Calculated from grouped data.		

According to Table 10. mean performance of the cooperative of East Azerbaijan province, based on criteria of results of staff, organizational excellence model score of 56.47 of 90 points based on EFQM model.

Question 8. To what extent is the cooperative performance of East Azerbaijan province, based on criteria of results of society of organizational excellence model EFQM?

Table 11: The Result of Descriptive Statistics for Criteria of Results of Society

Statistics		
TsocietyResult		
N	Valid	40
	Missing	0
	Mean	40.0000
	Median	41.1538a
	Mode	45.00
	Sum	1600.00
a. Calculated from grouped data.		

According to Table 11. mean performance of the cooperative of East Azerbaijan province, based on criteria of results of society, organizational excellence model score of 40 of 60 points based on EFQM model.

Question 9. To what extent is the cooperative performance of East Azerbaijan province, based on criteria of results of key performance of organizational excellence model EFQM?

Table 12: The Result of Descriptive Statistics for Criteria of Results of Key Performance

Statistics		
TkeyPerformanceResult		
N	Valid	40
	Missing	0
	Mean	82.0038
	Median	80.1143a
	Mode	80.10
	Sum	3280.15
a. Calculated from grouped data.		

According to Table 12. mean performance of the cooperative of East Azerbaijan province, based on criteria of results of key performance, organizational excellence model score of 82 of 150 points based on EFQM model.

12. DISCUSSION AND CONCLUSION

In general, cooperative of East Azerbaijan Province based on the EFQM model, the score of each criteria is in respect to Table 13.

Table 13: The Score of Each Criteria in Cooperative of East Azerbaijan Province

Item	Criteria of EFQM	Score of Each Criteria	Percent Score of Each Criteria	Max of Score in EFQM Model
1	Leadership	65.60	%65.6	100
2	Policy and Strategy	51.90	%64.87	80
3	Human Resource	44.35	%49.27	90
4	Partnership and Resources	56.47	%62.74	90
5	Processes	95.87	%68.47	140
6	Results of Customer	123.74	%61.87	200
7	Results of Staff	56.47	%62.74	90
8	Results of Society	40	%66.67	60
9	Results of Key Performance	82	%54.67	150
	Sum of Score	619.65		1000
	Average		%61.88	

Collected data from this assessment, as shown on Table 13. states that the highest points obtained belongs to process criteria with 95.87 (68.47%) and the lowest points obtained belongs to human resources with 44.35 (49.27%). And the sum of enablers with 317.62 points and the sum of results with 302.21 points, and total points of 1000 based on EFQM model.

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