



Identifying and Prioritizing the Components of Organizational Excellence Model in Bushehr Maritime Command

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Abstract

This article aims to identify and prioritize components of the organizational excellence model in the Marine Command of Bushehr. The present study is a applied research based on qualitative research method (Delphi). The statistical population of this study consisted of all personnel, commanders and managers of Marine Command in Bushehr province. Sample size was determined by purposive random sampling method and 15 persons were selected. A four-step process was used to construct the questionnaire and identify the dimensions and components of employee performance evaluation that led to the identification of the components and the development of the research tool. The data collection method included library studies, interviews, Delphi method and questionnaire. Delphi method and Kendall's coefficient were used for analyzing the interviews and hierarchical analysis was used to identify and prioritize the components. The results obtained from the Delphi method show that all of the proposed indices were averaged over 4.5 (four and five tenths) and therefore all model indices were approved and accepted by experts and also the component of individual role in mission and value performance. Organizational leadership is the most important component of the mean rating (7.46). Also, the results of prioritizing the hierarchical analysis show that the role of the individual in acquiring and improving the knowledge and competence of the organization is more important than the other components in the domain of employees (0.621).

Keywords: Naval Command, Organizational Excellence Model, Prioritizing Organizational Excellence Model.

Introduction

The needs for organizational change are quite obvious to most managers, experts and key people in the organization. Because in today's world, everything is changing and declining productivity is one of the main problems of organizations, and all managers and stakeholders are discussing. Increasing productivity is a major goal in many organizations. European Foundation for Quality Management or Organizational

excellence or excellence models is used as a powerful tool to measure the deployment of systems in different organizations. By using these models, while an organization can evaluate its success in implementing improvement programs at different time periods, it can compare its performance with other organizations, especially the best organization (Ghelichkhani et al., 2016). According to the mission of the force of the Islamic Republic of Iran in providing order and security, considering the indicators of

the organizational excellence model is very important to be aware of the status of these indicators and their placement in relation to the desired situation. In fact the empowering indicators of the EFQM model is the basis for the important results of organizational performance, that is a link between employee results, customer results, and community outcomes (Haraqi et al., 2017). Establishment of EFQM in Bushehr police force and naval command create employee competence, develop appropriate policies and strategies, optimal use of internal and external resources and capacities and human capital and their implementation in the form of effective processes and systems. On the other hand, the Bushehr Maritime Command, with 937 km of sea borders, has the longest neighborhood it in the Persian Gulf. In addition to these conditions and strategic location, Iran has been tasked with providing security at our country's sea borders by three naval bases located in the port cities of Bushehr, Genaveh and Kangan, as well as several maritime border checkpoints along the shores of the Persian Gulf. In this regard, it tries to provide services to border residents, fishermen and border guards on the Persian Gulf. With the establishment and application of the EFQM, the quality of the processes and executive activities of these services can be done as standard, It also continuously improves the quality of services to people and border residents and paves the way for organizational change and organizational learning and improves morale and sense of pride and fast learning of tasks by employees. Therefore, in this research, with the semantics of performance appraisal and organizational excellence and its characteristics, their various importance and dimensions should be considered so that the necessary programs may be foreseen in

order to remove the existing obstacles and problems.

Theoretical Foundations Organizational Excellence:

It is a managerial structure that provides the ground for the organization's progress and improvement by relying on basic principles and concepts and paying attention to the main criteria of comprehensive quality management and self-assessment system. This model is a tool for measuring the establishment of systems in the organization and guidance that determines the direction of managers to improve performance (Razani, 2015). In 1950, the Union of Japanese Scientists and Engineers invited Mr. Deming to Japan to give various lectures on quality, and in 1951, the institute established an award named after Dr. Deming for her services in the field of quality. The model, based on the Deming Award, has been implemented in Japan since the 1950s, focusing mainly on product quality and quality control methods. In other words, the Deming Award model is based on the principle that in order to produce high quality products and services, comprehensive and comprehensive coordination is needed at the organizational level. This model created a new attitude in the discussion of quality, and the same idea of inclusive attitude led to the emergence of "comprehensive quality control" in the 60's. Inclusive quality management is a way to manage the organization to determine quality with the participation of all members of the organization, which is achieved through customer satisfaction and the benefit of all stakeholders (Abbasi et al., 2015).



Dimensions of organizational excellence model

Leadership: Emphasize the role of leadership in human capital management. states that leadership is a key condition for promoting human capital in the organization, and according to (Schiuma, 2012), managers should strive to build positive relationships with their employees and the importance of how employees perceive the benefits of accepting their job roles, To recognize (Abbasi et al., 2015).

Policy and strategy: Policy and strategy: Policy and strategy take into account the current and future needs of the organization; distinguishes customers, employees, shareholders, suppliers and other stakeholders according to their satisfaction and based on information and data, they form performance criteria. Policies deal with activities that involve learning, creativity, innovation, excellence, business plans, and future-oriented investments (Kumar, 2011).

Human Resources: In recent years, human resources have been considered as one of the most valuable assets of the organization and also called the intangible asset of the organization. This intangible asset will be the key to the success or failure of the organization (Anastasiadou & Zirinoglou, 2015).

Partnerships and resources: Competitiveness, increased productivity, equipment availability, and efficiency are key factors in the success or failure of an organization. To access these goals, in order to achieve organizational goals, all resources must be available and all-round participation must be carefully considered over a long-term plan (Skinner Beitelspacher et al., 2012).

Processes: Understanding and improving this criterion is very important for the life of the organization because it can dramatically

affect the survival and success of an organization in an ever-changing environment (Bou Llusar et al., 2009).

Customer Results: Today, many organizations understand the importance of external customer satisfaction and consider the satisfaction of foreign customers necessary for the survival and success of the organization. Customer satisfaction is one of the basic principles of comprehensive quality management (Vilares & Simões Coelho, 2003).

Employee Results: Organizations that meet this standard will be a very sensitive issue not only but also for employees but for the entire organization. The successful operation of an organization does not depend on just the performance of an employee, but on the performance of an entire of employees who work together as a group to achieve organizational goals (Choo & Bowley, 2007).

Society results: The organization is certainly an open system and an active part of the society, because it includes people who live as employees and interact with the outside of organization. Furthermore, the organization develops, present its products and services to the community, consumes natural resources and affects society as a whole and is affected by it (Nijhof & Jeurissen, 2010).

Key Performance results: These indicators are internal indicators used by the organization to monitor, understand, predict, and improve organizational performance and predict community perception. In fact, organizations are looking for new ways to manage and improve their work processes in order to achieve more efficient performance for all stakeholders (Mardani, 2019).

Background research

In a study, (Bozhmehrani et al., 2018) evaluated and compared quality management in basic and high-medal federations of Iran based on the integrated approach of EFQM-AHP. The results of prioritization and hierarchical analysis of research showed that respectively, the key results of performance, strategy, leadership, customer results, employee results, partnerships and resources, community results, processes, products and services and employees had the highest weight. (Álvarez García et al., 2017) in a study examined the relationship between transformational leadership style and organizational excellence (studied: Army Headquarters of the Army of the Islamic Republic of Iran). The results indicated that there is a positive and significant relation between transformational leadership style and organizational excellence, as well as between transformational leadership style and organizational excellence dimensions, empowerment and organizational results. (Mohammadi, 2016) in a study evaluated the performance of the organization using EFQM. The results showed that all components of the EFQM is in an unfavorable position.

(Iqbal & Asrar ul Haq 2018) in a research examined the relationship between TQM and employee performance in the financial sector as well as the mediating role of (ICR) between TQM and performance. showed that TQM methods have a great impact on performance and individual changes. And also, it supports the mediating role of individual change. (Nakhainejad, 2007) evaluated how to maintain retention based on the EFQM model. The results of research showed that maintenance and processes are a major part of an organization's management. They also prevent failures and

reduce events. In a study conducted at a thalassemia center in Spain, Rossia, (Nagyova & Pacaiova, 2018) examined how quality performance affects outcomes. The results of their research showed that most thalassemia treatment centers in Spain do not have any quality certification, but in an effort to achieve better results, they take codified measures of quality management.

Materials and Methods

In this research, a 4-step process was performed to identify the dimensions and components of employee performance appraisal. Step 1: Library Studies on Research Topics In this section, library resources, articles, required books, and the World Wide Web were used to gather information on the theoretical foundations and research literature on the subject. This measure is the basis for designing the initial model and extracting factors related to performance appraisal and excellence indicators. 23 components were found for each dimension.

Step 2: Field method and exploratory interviews: In this research, by referring to the analyzed unit (statistical samples such as: employees, commanders, etc.), the required data has been provided through exploratory interviews with experts familiar with the subject. At this stage interviews were conducted with 5 experts from the Bushehr Maritime Command. At the, by summarizing the opinions of the interviewees, 23 components and 73 indicators were obtained.

Step 3: Summarize the people who were introduced in the last step . 15 people formed the research panel. An initial questionnaire containing 9 dimensions, 23 components, and 73 indicators was submitted for each of them. First, the obtained components were provided to the



Delphi panel and they were asked to determine the appropriateness of the proposed components. In order to identify the criteria for evaluating the performance of Bushehr Maritime Command staff, 73 indicators were surveyed in the Delphi stage. In each terms the significance of the indicators in the Likert form was determined on a spectrum between one and seven. Measurements of central (average) and dispersion (standard deviation) and rank of each index are also specified.

Step 4: A set of factors that have been identified as very important in the previous round in terms of members were selected and in order to determine the priority and the importance of indicators, A.H.P was used. This model was also used to obtain the value of each of the indicators considered.

Results

The findings of the Delphi method are as follow (Tables 1-10):

Table 1. Statistical distribution of indicators related to leadership dimension

Dimensions	Components	significance level		
		Average	Standard deviation	Average rank
Leadership: The role of the individual in facilitating the leadership of the organization	The role of the individual in the implementation of the mission and organizational values	7.4600	1.47318	7.46
	The role of the individual in promoting the culture of excellence	5.7700	1.45846	5.77
	The role of the individual in designing and implementing organizational transformation	5.6000	1.65725	5.45
significance level: 0.890		Number: 15	Kendall Coordination Rate: 0.000	

Table 2. Statistical distribution of indicators related to the policy dimension

Dimensions	Components	significance level		
		Average	Standard deviation	Average rank
Policy: The role of the individual in, implementing and evaluating the goals and strategies of the organization	The role of the individual in formulating the goals and organizational strategies	5.7200	1.66816	5.84
	The role of the individual in implementing the goals and strategies of the organization	5.4000	1.59246	4.85
	The role of the individual in reviewing the goals and strategies of the organization	5.3000	1.38864	5.20
significance level: 0.78		Number: 15	Kendall Coordination Rate: 0.000	

Table 3. Statistical distribution of indicators related to employee dimension

Dimensions	Components	significance level		
		Average	Standard deviation	Average rank
Personnel field: the role of the individual in achieving the goals and programs of human resource management	The role of the individual in acquiring and improving the knowledge and competence required by the organization	5.9000	1.31659	5.25
	The role of the individual in creating two-way communication between itself and the organization	5.8000	1.63947	5.40
significance level: 0.73		Number: 15	Kendall Coordination Rate: 0.000	

Table 4. Statistical distribution of indicators related to resources and partnerships

Dimensions	Components	significance level		
		Average	Standard deviation	Average rank
Areas of resources and partnerships, the role of the individual in attracting resources and facilitating inter-organizational relations and cooperation	The role of the individual in establishing a constructive relationship with clients, partners and community representatives	5.8000	1.17695	5.40
	The role of the individual in managing financial resources and support	5.6000	1.40947	5.20
	The role of the individual in identifying technology and its application	6.0000	1.421696	6.23
	The role of the individual in information and knowledge management	6.4000	0.948266	6.70
significance level: 0.80		Number: 15	Kendall Coordination Rate: 0.000	

Table 5. Statistical distribution of indicators related to process dimensions

Dimensions	Components	significance level		
		Average	Standard deviation	Average rank
Process domain, the role of the individual in the management of organizational processes	The role of the individual in the innovation and design of organizational processes	5.6000	1.92617	4.93
	The role of the individual in the process of designing services based on the needs and expectations of the client	5.3000	1.48708	5.25
significance level: 0.76		Number: 15	Kendall Coordination Rate: 0.000	



Table 6. Statistical distribution of indicators related to employee results dimension

Dimensions	Components	significance level		
		Average	Standard deviation	Average rank
Employee work: the level of achievement of the expected job goals	The individual's efforts to improve their learning	5.6666	1.89262	5.71
	The individual's effort to perform desirable job behaviors	6.3333	1.5059	5.28
	Efforts to improve one's career achievements	5.4166	1.70726	4.88
significance level: 0.89		Number: 15	Kendall Coordination Rate: 0.000	

Table 7. Statistical distribution of indicators related to the results of clients

Dimensions	Components	significance level		
		Average	Standard deviation	Average rank
The area of the clients' results, the individual's efforts in relation to the clients and creating results for them	The role of the individual in improving the image of the organization with clients	5.8000	1.57638	5.85
	The role of the individual in increasing customer satisfaction with the sale of services	5.6000	1.46936	5.70
	The individual's efforts to keep clients	5.8000	1.48735	6.00
significance level: 0.858		Number: 15	Kendall Coordination Rate: 0.000	

Table 8. Statistical distribution of indicators related to the dimension of community results

Dimensions	Components	significance level		
		Average	Standard deviation	Average rank
area of the results of the community is the individual's efforts to fulfill social responsibility	The individual's efforts to improve the organization's image	5.7333	1.36720	5.16
	The role of the individual in improving the performance of the organization as a responsible citizen	6.0666	1.12107	5.16
significance level: 0.857		Number: 15	Kendall Coordination Rate: 0.000	

Table 9. Statistical distribution of indicators related to the dimension of key performance results

Dimensions	Components	significance level		
		Average	Standard deviation	Average rank
Key performance results, the role of the individual in the organization's achievement of positive business results	The role of the individual in promoting financial gains	6.3000	1.44914	5.70
	The role of the individual in promoting non-financial gains	6.1000	1.62986	5.30
significance level: 0. 760		Number: 15	Kendall Coordination Rate: 0.000	

Table 10. Kendall coefficient test results of the consensus of experts, related to the evaluation of staff performance in the

Statistics	Delphi stage
Number of experts	15
Kendall Coordination Rate	0.834
Kai - two	288.386
Degrees of freedom	72
Delphi stage	0.000

Probability statistic of Kendall's coordination coefficient

Based on the information obtained from the table above, has been concluded that All proposed indicators had an average of more than 4.5 so, all sample indicators are approved and accepted by experts and are included in the proposed performance evaluation model.

According to the table above, the level of consensus is favorable; Kendall's coefficients in each area were more than 0.7. In the opinions of experts, the criteria for evaluating the performance of the employees

of the Bushehr Maritime Command are to determine the necessity. The most important dimension, component and index of performance evaluation model of Bushehr Maritime Command staff from the experts' point of view, according to the column numbers, the average rank in the above tables is related to the component (individual role in performing mission and organizational values with average rank 7.46 That this component ultimately relates to the leadership dimension.

The findings (AHP) are as follow (Table 11):



Table 11. Weight value of performance evaluation dimensions

dimension	Weight value	Rank
Staff	0.165	1
get knowledge	0.621	
connection	0.378	
Process	0.153	2
Process design	0.520	
Service design	0.479	
Policy	0.135	3
Current	0.546	
Strategy revision	0.220	
Develop a strategy	0.214	
Leadership	0.109	4
Organizational value	0.333	
Excellence culture	0.333	
Organizational reform	0.333	5
Key performance results	0.108	
Financial achievement	0.653	
Non-financial achievement	0.346	
Customer results	0.107	6
Customer image	0.495	
Increased satisfaction	0.312	
maintenance customer	0.192	
Partnerships	0.088	7
Knowledge management	0.400	
Resource management	0.261	
Customer relation	0.190	
Technology identification	0.148	
Staff result	0.069	8
Improve learning	0.481	
Job achievement	0.262	
Optimal behavior	0.255	
Community outcomes	0.062	9
Improving organization image	0.659	
Improved performance	0.340	

Regarding to the priority of dimensions, among the main dimensions of performance appraisal, the field of employees with weight

value (0.165) is the most important influential factor, then sequentially the weighted value process (0.153), policy

(0.135), leadership (0.109 customer (0.108), then the key results of performance (0.108), then the resources and partnerships (0.888), results of employees (0.069), then the results of the community (0.06) are located. After analyzing the data, the findings showed that by pairwise comparisons of the dimensions, it can be concluded. From the point of view of experts, the component of improving the organization's image (individual effort to improve the organization's image) in terms of community results, with a weighted value (0.659) has a higher priority than other components and has a higher ranking.

Discussion

The findings of the Delphi are as follow: Based on the information obtained from (Tables 1 to 10), it can be concluded that all the proposed indicators had an average of more than 4.5 , Therefore, all sample indicators are approved and accepted by experts and are included in the proposed performance evaluation model. According to the above table, indicates the desired level of consensus, Kundal coefficients in each area was more than 0.7, is in the opinions of experts to determine the need for performance evaluation criteria for Bushehr Marine Command staff. The most important dimension, component and index of performance evaluation model of Bushehr Maritime Command staff from the experts' point of view, according to the column numbers, the average rank in the above tables is related to the component (individual role in performing mission and organizational values with average rank 7.46). Ultimately, this component is related to the leadership dimension.

The findings from (AHP) are as follow: According to the priority of dimensions, among the main dimensions of performance

appraisal, the field of employees with weight value (0.165) is the most important influential factor. And then, respectively, the weighted value process (0.153) policy (0.135), leadership (0.109), the customer value results (0.108), and then the key performance results. Weight (0.108), resources and contributions (0.88), the results of employees (0.069), then the results of the community (0.633) are located.

After analyzing the data, the findings showed that by pairwise comparisons of the dimensions, it can be concluded. From the point of view of experts, the component of improving the image of the organization In terms of community outcomes, with (0.659), it has a higher priority than other components and is ranked higher. These findings are consistent with the results of research by (Amini & Ali Nejad, 2014), (Mardani, 2019), (Haraqi et al., 2017), (Iqbal & Asrar ul Haq 2018). In reviewing and explaining the above questions shows, Due to the wide range of cognitive domains and the use of various tools such as emotion, observation, perception, experience and the power of belonging and thinking on various issues, especially in evaluating and interpreting the behavior and performance of employees, human beings are sensitive to the factors. Undoubtedly, human resources are the greatest asset of any organization. Improving human resources in order to increase the productivity of the organization is always considered by every organization. On the other hand, this result shows that the police force and the naval command of Bushehr province, the manpower is the most important capital of the NAJA. Therefore, in order to preserve and protect this capital, appropriate action must be taken and implemented. Although the importance of equipment in law enforcement is not hidden from anyone, what is a priority over equipment is manpower. Many components



are effective in increasing the acceptability, popularity, authority and social status of the police, the most important and characteristic component is efficient, specialized and committed manpower, therefore, great care must be taken in the use of skilled and capable person. It can also be said about all the other components that all the indicators and components that are related to the employees have more weight. This shows the accuracy of the managers in answering the questionnaires and valuing the managers for the employees, their organization and the research done.

Conclusion

These results show that many components are effective in increasing the acceptability, popularity, authority and social status of the police, the most important and characteristic component of which is efficient, specialized and committed human resources, so it is recommended. 1- Be very careful and focused in using skilled and capable forces, According to the Bushehr Police and Maritime Command Organization human resource is the most important asset of the NAJA. Therefore, in order to preserve and protect this capital, desirable measures must be taken and implemented; In the meantime, important steps have been taken in this direction by holding various courses in order to elevate the staff. 2- Paying attention to the fact that production and security is a cross-sector category, and all organization and institutions are involved in its production, development and maintenance, the interoperability of the police and the institutionalization of mutual relations with members of the community will be effective in maximizing the use of public capacities in the production and establishment of public order and security. 3- Community-based

police make sense in terms of fulfilling social responsibility and customer orientation. However, in order to become a community-based police officer, it is necessary to have a police officer.

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