



## Application of EFQM Excellence Model to Persian Gulf Marine Passenger Terminal

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### Abstract

The present study is aim to assess the performance of the Persian Gulf Marine Passenger Terminal by using EFQM Excellence Model. The descriptive kind may seem the best appropriate frame for this study and it is conducted in all parts of the Persian Gulf Marine Passenger Terminal. For collecting the data we used the EFQM standard questionnaire. according to the 5 Enablers criteria in the such as: leadership, strategy and policy, people(stuff), resources and partnership, processes, and include 4 criteria in the resulted fields such as: customer results, people results, society results and key performance results. These criteria include 95 items with the 10-classed scale for regulation. This questionnaire distributed between among the 59 individuals of the terminal's stuff for conducting the subjects' statistics. Subjects were simply selected randomly from all units and parts of the terminals. the obtained results' scores of the criteria contrasted to the standard score of the organizational Excellence model was detected 541.2 score from 1000 score and it mean 54.125 that is considered the pure achieved score and it has only 45.875 percent different distance to reach the Excellence situation. Therefore we can infer that Persian Gulf Marine Passenger Terminal is on its Excellence procedure.

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**Keywords:** Passengers' terminal, organizational Excellence model, performance evaluation, results, optimization

### Introduction

The world that we live on it is a complex and mysterious one that has two basic characteristics: accessible limited resources

and infinite human requirements (Hides *et al.*, 2004). These two important factors were changed to the center of attention and day by day human thoughts going to focus more on the productivity and fruitfully (Go´mez *et al.*, 2011). When the optimization touch the organizations, it is inevitable that will cause opportunities for development and

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Excellence (Faraji *et al.*, 2010). Obviously without scrutinizing these challenges profoundly and without studying the feedback and experiencing the policy for detecting and identifying the matters, the organization will lead to a stagnant situation and cannot enhance brightly (Davies *et al.*, 2007). So there weren't any desirable performances in the organizations (Arjomandi *et al.*, 2009). Therefore, the more tangible the evaluation in the organizations performance, the more desirable achievement will arise in the organizations (Pouyan & M. Karimanpoor, 2007). This aim is very important and considered the treatment for the organization sickness situation on which moaning from the lack of the facility and resources, goals, policies and etc. Due to this reason, every organization needs an evaluation system for its dynamic and turbulent environment for measuring its expected performances.

Performance assessment is a system that put the stuffs and the researchers in a very challenge in last decades ago. In past, trading organizations were used to manipulate a financial measure as an only measure for Performance assessment, till in the early 1980s Kaplan and Norton were studied the management accounting systems and showed a lot of deficiency of information in the organizations Performance assessment on which they raised from the complexity and the competitive manner of the market toward the organizations (Kaplan & Norton, 1992). The evaluation of the organization provide a kind of situation that once we can get into an Excellence procedure, identify the existed

condition, evaluate the performance and according to these database move toward the permanent optimization of the stuff and the organization (Jafari, 2013a).

The models on which dedicated for the evaluation should be able to have further systematic and comprehensive look on all of the entries, processes and externals of the organization (Olaru *et al.*, 2011; Tavana *et al.*, 2011). for this reason it is important to put a little more attention onto this matter and among all of the available models of the evaluation, the standard models of the trade and work are considered appropriate, these models provide a pattern that will be an ideal and preferable for others organizations and they are showed their gifts toward the desired development and necessity changes (Torabi pour & Rekabeslami, 2011; Mohammad *et al.*, 2011). The Excellence models of the organizational are considered as one of the powerful instruments for evaluation of the systems stability level in the different organizations (Jafari, 2013b). If an organization zoomed on taking benefits from these models, it will not only evaluate the achievement level in the developmental implementation plans in the different periods of time but also it can compare its performances with the other best organizations (Hori *et al.*, 2010).

### **The European Excellence model**

There were many organizational Excellence models on which used already that all were based on the conceptions of the comprehensive quality management and had identical sake. In this field, among them,

DOMING model; MBNQA (Malcolm Baldrige National Quality Award) and EFQM (European Foundation for Quality Management) were the most renowned Excellence model and they have the most applicability in the organizational performance evaluation.

In the late of 1980 and when the Europe economic threatened by the sudden development of the eastern markets specially japan, for the first time, 14 European multinational companies' managers such as: Bosch, Fiat, Philips and VOLKSWAGON are gathered together for the first time and worked in full day time. The foundation of EFQM is established in 1989 and approved by the Europe commission. Later in 1991, EFQM pattern was constructed and after that the first quality award was delivered in 1992. the organizational Excellence model is a methodic frame for evaluating the organizations performance in two fields: processes and the outcoming results of the processes. The achievable data that obtain from this model is going to point on the strong spots of the organization and its optimizing fields in the priority classed list (Eghbal *et al.*, 2008). Figure 1 represent the organizational Excellence model of EFQM. lets say one of the EFQM basic feature is the distinction between the two fiels of results (those that organization will obtain) and Enablers (those that pertain to the organization management) (Westerveld, 2003).

EFQM organization Excellence model structured from two fields: Enablers and

results field. In the former field on which it is a components of the organization and the way that they contract together consist of the five measure such: leadership, people, strategies and policies, recources and partnership and the processes (Naghavi *et al.*, 2012). In the later field on which is the results from the former field, there are four criteria such: people results, customer results, key perfomance results and society results (Tavana *et al.*, 2011).

These nine criteria are able to evaluate the organization from all of the strong spots and sharing aspects. Due to this aim, organizational Excellence model as a powerful model for reflecting the image of the requirement for all of the organization goals considered a good asset. According to this matter, the main concern of the present study is a Performance assessment in the persian Gulf maritime passenger terminal on the state of EFQM organizational Excellence model (Jafari *et al.*, 2013c).

### **The nine criteria of organizational Excellence model**

**Leadership:** Excellence leaders will facilitate and conduct the goals and missions in a very simple and sound way.they will act in a perfect manner to prove their stability toward the rganization changes (Tavana *et al.*, 2011).

**Strategy and policy:** after checking the market and all the stuff and organizations benefits, a well conducted strategies and policies were come into an action in order to realize the Excellence organization for its goals (Jafari *et al.*, 2013d).

**People:** in this field all of the potentials like: individual, team and associational will aim to optimize the development of the organization. They based on justice and mutual rights and facilitate the matters of collaboration. The high communicative and interactive behavior between the individuals built on the appreciation and motivation on which will lead to the best use of the talent and efforts of the people there (Jafari, 2013b).

**Resources and partnership:** The Excellence organization will programme and manage their external trading resources and sharement correspondent with their policies and implementation support (Tavana *et al.*, 2011).

**Processes:** these processes are designed and managed to get the complete satisfaction and value the added merit for the customers.

**Customer results:** the Excellence organization comprehensively and automatically concerning the related results on which obtained from the customers and will evaluate them, here it will be clear for the organization that what kind of relationship with external customers it have been conducted due to this matter (Mohammad *et al.*, 2011).

**People result:** the Excellence organization comprehensively and automatically concerning the related results on which obtained from the people and will evaluate them, here it will be clear for the organization that what kind of relationship with human resources it have been conducted due to this matter.

**Society results:** the Excellence organization comprehensively and automatically concerning the related results on which obtained from the society and will evaluate them, here it will be clear for the organization that what kind of relationship with local, national and international society it have been conducted due to this matter.

**Key performance results:** the Excellence organization in whole obtain the important results on which related with basic elements of the policies and evaluate them, here it will be clear that what kind of relation with programming performance have been conducted due to this matter (Olaru *et al.*, 2011).

### Research questions

- 1) What is the rank of the Persian Gulf maritime passenger terminal according to EFQM?
- 2) What is the rank of the Persian Gulf maritime passenger terminal according to Enablers criteria?
- 3) What is the rank of the Persian Gulf maritime passenger terminal according to results criteria?

### Materials and methods

This study is considered an applied one because with an appropriate collection of the database and analysis and implementing the optimized programs of them, it can move the organization forward the Excellence steps. According to the study kind and the statistical sample, surveying option was conducted and 100 individuals include of managers and people consisted the research subjects.

Hereby Kokaran formula for limited society, 59 persons were selected randomly for the sample and the questionnaires distributed among them simply. In the present study we used the revised standard EFQM questionnaire for collecting the data. the questionnaire constructed from 95 items with the class score of 10 that all are corespondent with the nine organizational Excellence model.

The calculated coefficient alpha for all of the criteria equals 98 percent. For analysing the data, first we should obtain the criteria mean related to each option then by calculating the whole mean of the criteria we can assess the totall condition of the Persian Gulf maritime passenger terminal.

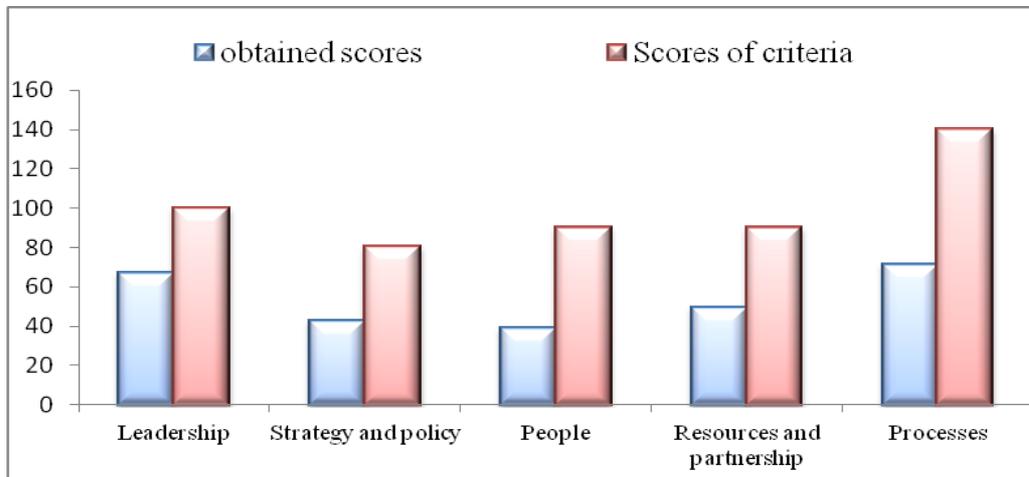
**Results**

After calculating the suggested criteria for all of the questionarie itemes, the collected database sent for the calculation according to nine dimensioned model. for the better understanding, either strong and weak spots of the terminal put forward in both of the fields (Enablers and results) and the obtained scores represented in the table 1, 2.

Table 1 shows the study final outcomes in the results field. according to these outcomes, among the Enablers criteria, the processes measure attends 69.11 on which has the maximum variance with the desired condition and the leadership measure attends 33.25 on which has the minimum variance with the desired condition.

**Table 1: Criteria group Enablers scores**

| Enablers criteria         | obtained scores | Scores of criteria | difference | Percent of obtained scores | Percent of difference |
|---------------------------|-----------------|--------------------|------------|----------------------------|-----------------------|
| Leadership                | 66.75           | 100                | 33.25      | 66.75                      | 33.25                 |
| Strategy and policy       | 42.32           | 80                 | 37.68      | 52.90                      | 47.10                 |
| People                    | 38.99           | 90                 | 51.01      | 43.32                      | 56.68                 |
| Resources and partnership | 49.08           | 90                 | 40.92      | 54.53                      | 45.47                 |
| Processes                 | 70.89           | 140                | 69.11      | 50.64                      | 49.36                 |
| Total                     | 268             | 500                | 231.97     | 53.61                      | 46.39                 |



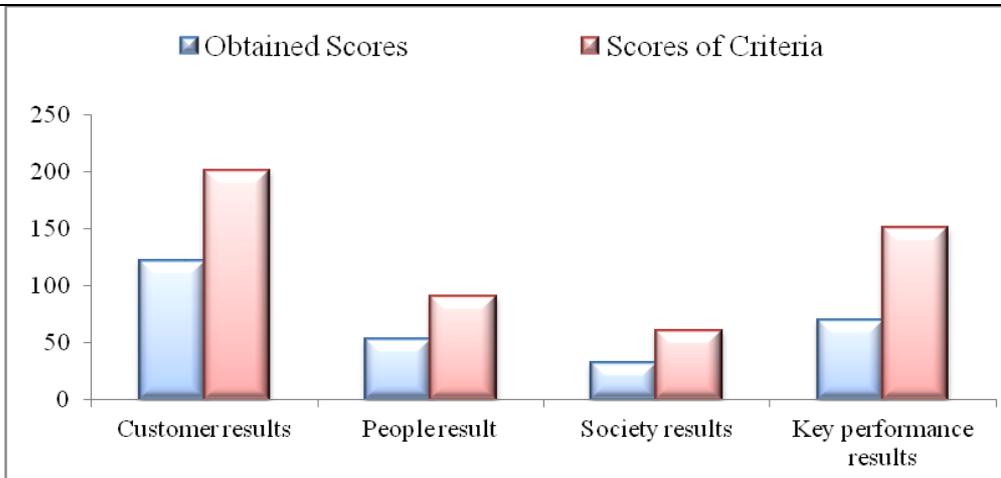
**Figure 1: Criteria group Enablers scores**

In fact, table 1 and figure 1 shows that the Persian Gulf maritime passenger terminal optimization criteria compared to the standard criteria from 500 scores just obtained 268 scores and that it means 53.61 percent is achieved and the rest of it, means 46.39 percent is the variation from the desired scores of the optimization criteria.

Table 2 and figure 2 shows the variations percentage of the obtained scores and the desired scores according to EFQM on which among the results criteria, the key performance criteria attends 81.02 on which it has the maximum variations from the desired condition and the measure of society result attends 28.78 on which it has the minimum variations from the desired condition.

**Table 2: Criteria group results scores**

| Results criteria        | Obtained scores | Scores of criteria | Difference | Percent of obtained scores | Percent of difference |
|-------------------------|-----------------|--------------------|------------|----------------------------|-----------------------|
| Customer results        | 120.7           | 200                | 79.35      | 60.33                      | 39.68                 |
| People result           | 52.36           | 90                 | 37.64      | 58.18                      | 41.82                 |
| Society results         | 31.22           | 60                 | 28.78      | 52.03                      | 47.97                 |
| Key performance results | 68.98           | 150                | 81.02      | 45.99                      | 54.01                 |
| Total                   | 273.2           | 500                | 226.79     | 54.64                      | 45.36                 |



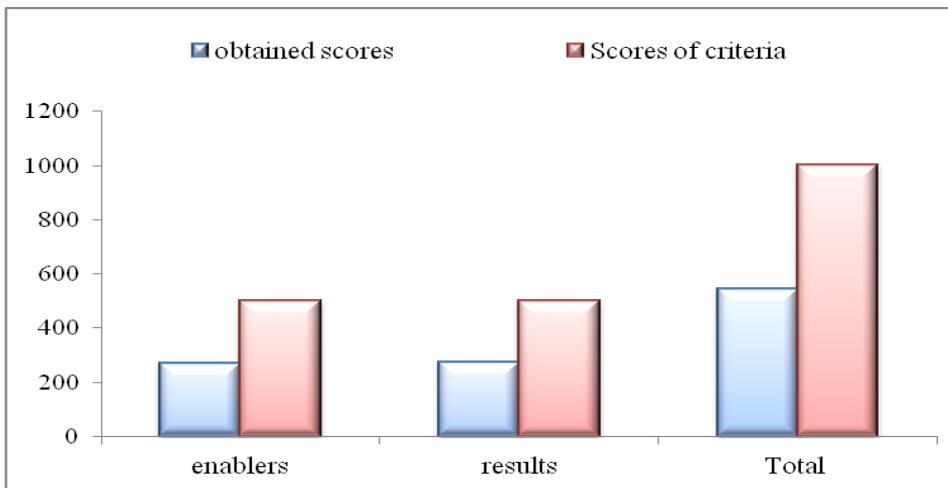
**Figure 2: Criteria group results scores**

it is also shows that the Persian Gulf maritime passenger terminal results criteria compared to the standard criteria from 500 scores just obtained 226.79 scores and that it

means 53.61 percent is achieved and the rest of it, means 54.64 percent is the variation from the desired scores of the results criteria.

**Table 3: Criteria group Enablers and results scores**

| Criteria | obtained scores | Scores of criteria | difference | Percent of obtained scores | Percent of difference |
|----------|-----------------|--------------------|------------|----------------------------|-----------------------|
| enablers | 268             | 500                | 231.97     | 53.61                      | 46.39                 |
| results  | 273.2           | 500                | 226.79     | 54.64                      | 45.36                 |
| Total    | 541.2           | 1000               | 458.76     | 54.125                     | 45.875                |



**Figure 3: Criteria group Enablers and results scores**

Totally the results of the presented tables 3 and figures 3 shows that the whole scores of the Persian Gulf maritime passenger terminal criteria compared with the desired standard criteria is 541.2 from the 1000 scores and obtained 54.125 and the variance detected 45.875 percent from the desired condition.

### Discussion and results

The present study main concern is on the evaluation of the Persian Gulf maritime passenger terminal's performance and due to this it conduct the organizational Excellence model. according to the gained outcomes we can infer that: the terminal's strategy and policies are not exactly cope with the desired condition because of the 47.10 variation, and it doesn't a certain and precise framework for the organization processes and performances. about the people Criterion, the result shows the variation of 56.68 so we can say that the considered terminal is in the average level of the people employment and attraction Criterion and in the resources and partnership Criterion, the result shows the variation of 45.47 and thats declare the average state again and about the processes we can infer 50.64 from all of the scores on which it is considered the lack of measurement and regulations. About the customer result Criterion, the variation of 60.33 was declared and we can assume the lack of the customer respects periodically, so we can not compare the criteria with the desired condition. about the society result Criterion, with the variation of 47.97 again the terminal is not in the desired state and

from the key performance result measure with the variation of 54.01 indicate a low practicality in the satisfication of the standard and desired condition and they are just in the quantitive fields and did not imitating the other fields.

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