Performance Evaluation Based on EFQM Excellence Model in Sport Organizations

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Abstract

The present study aims to evaluate the performance of physical education (P.E.) general office of Tehran province through model of European Foundation for Quality Management (EFQM). Questionnaire approach was used in this study. Therefore validity of the 50-item EFQM questionnaire verified by the experts and the reliability also calculated in a pilot study (α=0.928). 95 questionnaires distributed between subjects (N=n) and 80 questionnaires returned and concluded in the statistical analysis. From nine EFQM criteria, the highest scores were gained in key performance results (37.62%) and the lowest gained in people results (27.94%). Totally, this organization achieved 337.11 pointes out of a total of 1000. Additionally, there was a strong relationship (r=0.827, p=0.001) between enablers and results (P<0.05). Based on scores gained in the criteria, improving measures in all criteria is essential for this organization, especially in the people criterion from enablers and people results criterion from results domain. Furthermore, it is believed that the physical education area is one of the best fields for application of the excellence model towards the performance excellence and gaining better results and hence, it seems that the model has a high potential in responding to problems commonly seen in sport sector.

Keywords: performance evaluation, sport, EFQM excellence model
Introduction

Sport as a socio-cultural phenomenon has a tight relationship with social structures and it is needed to be considered as human structural necessities. Planning for sport participation in the developing countries is a key step toward advancement (Talebpour, 2006). Iran Islamic republic physical education organization is the only responsible association for management of the sport through country which has own general offices in each province (Sajjadi, 2006). It should be noted that there are so many people in Tehran (as a capital) and therefore it is so necessary to evaluate Tehran physical education general office’s (PEGO) service quality.

To evaluate an instant office performance, it is necessary to recognize and apply the key points in organizations, because they provide important information for organizational development measurement within a conclusive box of data, there would be also information for reporting and provide accessible data for decision making regarded to complicated affairs by recognizing of the problems and also the change points (Hemmati nezhad & Ramezani Nezhad, 2009). Therefore by recognizing of the key points in the executive level within sport context and also designing quantitative indexes for them, we can evaluate the development process within PEGO’s by focusing on the areas we reach the previously estimated aims or not. It is also possible to implement the reward/punishing process based on these evaluations (Hemmati Nezhad et al., 2009). In the evaluation literature, multiple types of evaluating models such as European Foundation for Quality Management (EFQM), Balanced Scorecard (BSC), Total Quality Management (TQM), Capability Maturity Model (CMM) and also systematic or strategic approaches have been used (Asgharizadeh & Amin, 2007). In one study Asgharizadeh and Amin (2007) concluded that EFQM model is the most appropriate model for Iranian organizations (Asgharizadeh & Amin, 2007). EFQM is the reference criterion in many of the Europe countries and it is possible to apply it for PEGO’s. This model has two categories including enablers and results. This model’s output includes on recognition of the organizations’ strength points and also those witch need to be improved. This model also recommends a list of ranked plans in order to accessing the better performance (EFQM, 2002). based on 9 criteria including
leadership, people, strategy & policy, resources & partners and processes (enablers category which reflect an organization’s elements and their interactions with together) and also people, customer, society and key performance results (results category which introduces the optimal results provided from enablers execution. All of the criteria provide 1000 scores (500 for each category) (EFQM, 1999). Criteria and their scores in the EFQM model were introduced in figure 1.

With regard to the studies in the context of EFQM and physical education, Talebpour (2006) finally selected the EFQM model as the best model for Iran colleges’ sport programs evaluation (Talebpour, 2006). In UK Quality scheme for Sport and Leisure, the first attempt has been made to adjust the EFQM Excellence Model for a relevant application in the sport and leisure sector (Knop et al., 2004). There was also some works to analyze hospitals performance in Iran using this model (Dehnavieh et al., 2008). Khodadad (2007) and also Akbari (2009) applied this model to evaluate Iran’s Physical education faculties’ performance quality and reported that all of the faculties have a low performance quality (Akbari Yazdi, 2009; Khodadad, 2007). Eghbal et al. (2009) also reported that we can reach the improvable points using EFQM evaluation model to earn the more benefits for organization (Eghbal et al., 2009). Another study also has reported that there is a positive correlation between football clubs’ organizational excellence ranks by their success level during football clubs (Zanganeh, 2009).
By a simple view on the aforementioned literature, we can conclude that many of the organizations have reached optimal results using EFQM excellence model and since Recent Researches underlined the need for total quality management (TQM) in the sport sector (Knop et al., 2004), it would be possible to evaluate the Tehran PEGO performance quality using this model.

**Method**

80 employee (47 female and 33 male) in PEGO of Tehran province (total member of staff = 115) filled the EFQM questionnaire which includes 50-item four-point likert type rating scale. All criteria provide as 1000 scores in this questionnaire in the following order (100 for leadership, 90 for people, 80 for policy & strategy, 90 for recourses & partners, 130 for process, 90 for people results, 200 for customer results, 60 for society results and finally 150 for key performance results). The questionnaire’s validity was verified by experts and its reliability was evaluated in a pilot study too (α=928). K-S test was used to assure normal data distribution order. Descriptive statistical methods and also Pearson correlation test was used to analyze the data at α=0.05.

**Results**

Tehran PEGO scores in EFQM criteria and also percentage of goal accessing, based on EFQM criteria, is presented in table 1, figure2.
Table 1: PEGO’s final scores based on EFQM criteria

<table>
<thead>
<tr>
<th>EFQM criteria</th>
<th>P.E. office scores</th>
<th>Accessed level (%)</th>
<th>Enablers/Results scores</th>
<th>Total score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enablers</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>leadership</td>
<td>36.48</td>
<td>36.48</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Policy and strategy</td>
<td>27.83</td>
<td>34.78</td>
<td></td>
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<tr>
<td>people management</td>
<td>25.94</td>
<td>28.82</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Resources and partnerships</td>
<td>30.82</td>
<td>34.24</td>
<td></td>
<td></td>
</tr>
<tr>
<td>processes</td>
<td>45.93</td>
<td>32.80</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Results</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>customer results</td>
<td>68.15</td>
<td>34.07</td>
<td></td>
<td></td>
</tr>
<tr>
<td>people results</td>
<td>25.18</td>
<td>29.90</td>
<td></td>
<td></td>
</tr>
<tr>
<td>society results</td>
<td>19.94</td>
<td>33.23</td>
<td></td>
<td></td>
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<tr>
<td>key performance results</td>
<td>56.44</td>
<td>37.62</td>
<td></td>
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</table>

Figure 2: Tehran FEGO’s scores toward EFQM criteria
In this self-assessment leadership and key performance results criteria with respectively 36.48 and 37.62 percent were strength points of this organization. On the other hand, people and people results criteria with 28.48 and 29.90 percent were improvable points and need more attention. Total score for this organization was 337.11 from 1000 (167.39 and 169.73 scores for enablers and results domains) figure 3.

![Figure 3: Tehran FEGO’s scores toward EFQM criteria](image)

Also there was a strong relationship between enablers and results domains in Tehran PEGO’s organizational excellence model (r=0.872 and p=0.001) table 2.

<table>
<thead>
<tr>
<th>Table 2: Pearson correlation coefficient</th>
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<tbody>
<tr>
<td><strong>enablers</strong></td>
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<tr>
<td><strong>results</strong></td>
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<tr>
<td>R</td>
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<tr>
<td>Sig</td>
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</tbody>
</table>

* : significant in p<0.01
Discussion And Conclusions

Regarding gained scores and goal access percentage in excellence model of Tehran PEGO, it is observed that leadership criterion from enablers and key performance results from results domain, accessing respectively 36.48 and 37.62 percent of EFQM goals (highest scores based on EFQM criteria) are the strength points of this organization. On the other hand, people and people results criteria from respectively enablers and results domains with 28.82 and 29.90 percent (lowest scores) are improvable points of organization. On these lines, Akbari (2009); Zanganeh (2009) and Rosa and Amaral (2005) showed similar results in their studies (Akbari, 2009; Rosa & Amaral, 2005). Previous studies has attributed to the non appropriate human resources management (Akbari, 2009). Based on scores gained in the criteria, improving measures in all criteria is essential for this organization, especially in the people criterion from enablers and people results criterion from results domain.

In each organization there is necessity for orchestrate the multiple recourses to achieve the best results. The human recourses are the problematic part from this point of view, because it is only the staff who can whether convert the other factor to the recourses or not. In the EFQM model the staff criterion reflects that how an organization can use its own staff’s knowledge and also their potential capabilities whether individually or collectively to support its own policy, strategy, functional efficiency and also processing planning. By a simple view on this field’s scores a strong weakness appears which is needed to be considered by the responsible managers. There some recommendations by EFQM regarding this problem e.g. delegation of authority, cooperative management, education, reconsiderations in staff evaluation systems, etc. The second criterion which remains to be improved in our study is the customer results in line with the result of the Eghbal et al. (2009) which has attributed this weakness to the motivational affaires. On this basis it is proposed that implementing some instructions can be useful in this regard; e.g. planning appropriate systems to measure the consensus level between staff, focusing to the individual skills maintenance and motivating them and also
recognition of the dissatisfaction points (Eghbal et al., 2009). Wong et al. (2006) concluded that it is necessary for the staff to be aware of quality management concepts and their implementation methods in order to increase their services efficiency (Wong & Dahlgard, 2006).

In the other part of the results, we observed a positive correlation between enablers and results criteria which can imply that we can pay more attention to enablers in order to improve them in accompany with better results to be achieved. Similarly Karlos have also reported a strong relationship between the enablers and results (Karlos, 2009).

Based on the results of the recent studies, to emphasize for using EFQM model to evaluate sport organizations it seems that this model can be considered as an appropriated model for Tehran PEGO.

It can be proposed that the responsible authorities to pay more attention to the existing shortcomings and also to improve the enablers in order to more improvements can be achieved in the results domain.

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