



## REQUIREMENTS FOR APPLYING THE EFQM MODEL AT THE UNIVERSITY OF MISAN

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Article history:	Abstract:
<b>Received:</b> 6 <sup>th</sup> March 2024 <b>Accepted:</b> 4 <sup>th</sup> April 2024	The research aims to evaluate and know the administrative and organizational performance at the University of Misan using the European Foundation for Quality Management (EFQM) model, in order to determine high-quality services in accordance with modern developments, as well as knowing the requirements for implementing the EFQM system in the university under study. The research relied on the descriptive analytical method and a field survey in the faculties of the University of Misan, and the questionnaire was distributed to a sample that included 376 people. The data obtained were subjected to statistical analysis using SPSS V. 22. The research reached a number of conclusions, the most important of which is that most of the responses to all axes were moderate, and this indicates that the university under study is trying to implement the European model in the colleges affiliated with the University of Misan.

**Keywords:** European Foundation for Quality Management, organizational performance, EFQM, continuous improvement

### INTRODUCTION

Organizations are currently witnessing many cultural and cognitive transformations, and these transformations have had a significant impact on the human being in terms of his skills. At the same time, after he possesses the components of technology, knowledge, and the economy, he has been able to keep pace with the requirements of excellence, which is considered one of the tools of industrial wealth in our time, and the conditions for creative excellence with its variables are necessitated. We are experiencing great efforts in completing work to keep pace with rapid changes in various fields, and among the most important of these requirements that distinguish the EFQM Excellence Model is the dynamism that the technological field has known, in particular those related to information processing, or what is called information technology, and its strong employment in most human activities, and it is possible that impose its dominance in the future.

During the following two decades, information and communications technology in advanced industrial countries occupied a major place in all of society's various activities. Its positive impact was reflected on the structure of society in these countries and created a new mechanism of interaction that had not existed before. A new type of society emerged that relied increasingly on technology and distinct knowledge. What happened was heralded by different names such as the Information Age and the Knowledge Age.

The urgent need to achieve organizational excellence has become in light of the rapid developments taking place in

our current era, which results in fundamental changes in the methods of performing work in the administrative fields within the organization, which can be used to improve the quality and productivity of organizations to achieve outstanding performance, which is considered one of the ways to achieve organizational excellence. The most important approaches that contribute to achieving strategic skills that are at the required level and also contribute to getting rid of complex traditional methods, while educational institutions have taken upon themselves the method of creative excellence according to the EFQM model by developing a methodology based on modern foundations and special standards to address the strengths and weaknesses of organizational performance.

### RESEARCH PROBLEM

Many public and private universities, including the University of Misan, are still facing challenges in providing high-quality services in accordance with modern developments, while the greatest responsibility falls on the administrative leaders to find ways to adapt to these challenges. This problem can be expressed through the following questions:

1. Does the University of Misan have knowledge of the EFQM system?
2. What is the level of application of the EFQM system at the University of Misan?
3. Is there a possibility to implement the EFQM system at the University of Misan in a comprehensive manner?

### RESEARCH IMPORTANCE

The importance of the research is evident in the novelty of



the topic that the research addresses, which is the requirements for applying the EFQM model at the University of Misan, which seeks to achieve excellence in the researched institution, which is one of the most prominent and important educational institutions in particular in order to gain fame and leadership. In addition to that, highlighting the most important foundations and standards for the EFQM model. And its role in developing the University of Misan and confronting outstanding problems, as well as developing the skills of its employees. The results of the current research can contribute to helping senior leaders in the institution under study improve their practices and develop their performance and jobs in accordance with the EFQM excellence model, which has proven its effectiveness and efficiency, and in turn may contribute to opening New horizons for new researchers in the field of study because of its great importance in developing the skills of organizations in general and universities in particular.

### RESEARCH AIMS

The research seeks to achieve the following objectives:

1. It aims to identify and evaluate outstanding performance according to the method adopted in evaluating the institution's performance at the University of Misan.
2. Evaluating administrative and organizational performance using the requirements of the EFQM model at the University of Misan.
3. It aims to know the actual results, such as percentages of the total relative importance of the model criterion, know the strengths and weaknesses, and identify areas for improvement.
4. Proposing requirements for implementing the EFQM system at the University of Misan.

model at the University of Misan.

### RESEARCH HYPOTHESES

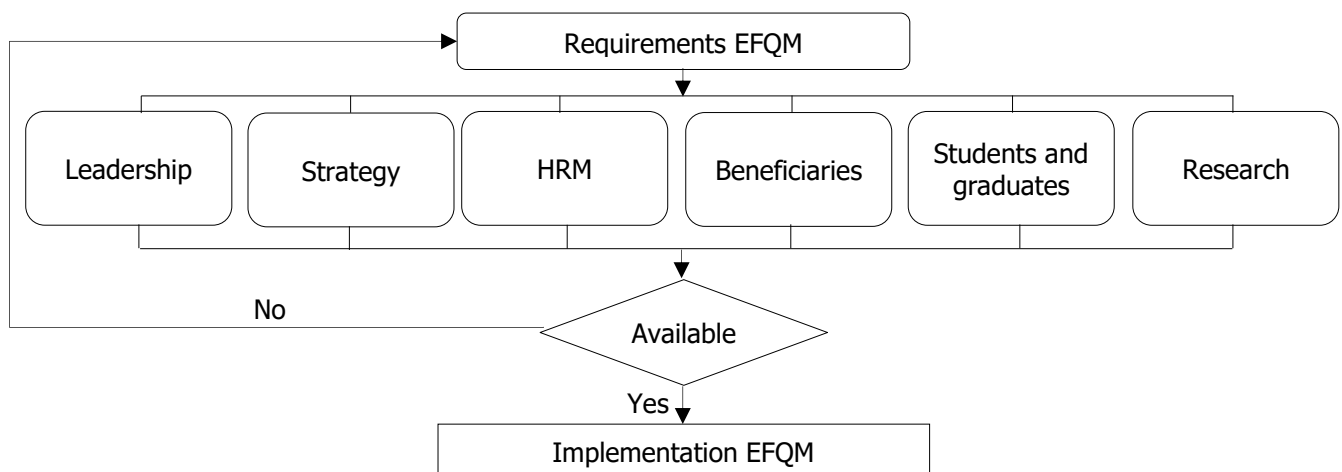
The main hypothesis of the research (the faculties of the University of Misan do not meet the basic requirements for the possibility of applying the EFQM model, and several sub-hypotheses branch out from the main hypothesis, as follows:

1. The colleges of Misan University do not have a driving requirement.
2. The colleges of Misan University do not have a requirement for the strategy dimension.
3. The colleges of Misan University do not have requirements for human resources management.
4. The colleges of the University of Misan do not meet the requirements after the results of the beneficiaries.
5. The colleges of Misan University do not yet meet the requirements of students.
6. The colleges of Misan University do not yet meet the requirements for scientific research.

### RESEARCH LIMITATIONS

The limitations of the current research are as follows

1. Time limits: This means that the period extends during the first half of the year 2024.
2. Spatial boundaries: The current research is limited to a number of colleges at the University of Misan to implement the field study, as it is one of the most famous universities and has high acceptability.
3. Objective limits: This paragraph is limited to the nature of knowledge of administrative and organizational excellence in the institution under study in terms of strengths, weaknesses and challenges.



**Figure 1.** Research framework.

### RESEARCH FRAMEWORK

Figure 1 shows the requirements for applying the EFQM



### DATA COLLECTION METHODS

The theoretical aspect: includes foreign and Arab sources, as well as books, letters, and dissertations, as well as Internet sources and available periodicals.  
 The practical aspect: This aspect was adopted by distributing a questionnaire form to the aforementioned departments in the researched institution to determine whether the hypothesis was achieved or not using the statistical program SPSS.

### Research population and sample

The research community chose the colleges of Misan University as a site for the study, which is one of the institutions of higher education and scientific research, which embraces many leaders, department heads, employees, and teaching staff as a sample of the current research.

### Statistical methods

For the purpose of achieving the most accurate possible data analysis, a three-point scale will be used in this method to measure and examine the dimensions of the research variables, as a weight is given to each item of the scale shown in Table No. 1.

**Table 1.** Weight of the scale paragraphs

Scale paragraphs	High level	Middle level	Low level
Paragraph weight	3	2	1

### EFQM model concept

The European Foundation for Quality Management was established to promote a global model for managing European organizations to achieve sustainable excellence. It is the basic framework for evaluating and improving organizations. The model is based on the basic concepts of excellence that can be clarified by reviewing the European concepts of excellence.

All organizations seek distinction and excellence in the markets in which they operate, and excellence may be the path towards achieving the main goal of the organization. Management tries to adopt different methods and methods in order to appear distinct and different from other organizations, specifically from the customer's point of view, the concept of excellence. It is not a recent discovery, as nations have been interested in it for thousands of years. Some of them confirmed that the first people to use it were the ancient Chinese philosophers, and it is simply doing things in an easy way and with a high degree of accuracy, excellence and professionalism (Belkebir, 2022: 761).

The model is considered an improvement tool derived from the principles of total quality management and represents a framework used by many institutions and companies in the public and private sectors in most

countries around the world to determine performance levels and help managers accurately diagnose the extent of the need for improvement to achieve the main aspects of excellence (Hemsworth, 2016: 130).

The EFQM model represents a self-evaluation approach consisting of nine standards arranged in two groups. The first is the criteria of capabilities and refers to everything the institution does and how it does it. The second is the criteria of results and is related to what the institution achieves through the exercise of its activity (Saif, 2020: 74).

It is a means of development, excellence, and finding solutions to the most important obstacles and weaknesses in the institution, in exchange for focusing on the strengths and uniqueness of the institution (Balhamar, 2016: 27).

It is a modern administrative method of self-evaluation used in both the private and public sectors to help senior management identify weaknesses and focus on strengths and areas of improvement in order to achieve sustainable excellence (Soltanifar, 2015: 12).

As for Anisimova, he defined it as a comprehensive framework that requires attention during the implementation process and after it as a comprehensive model by applying the model's standards in all departments of the organization to evaluate their performance more accurately (Anisimova, 2014: 36).

The EFQM model is a necessity, not an option, and the organization must strive to reach it through advance planning, improve the efficiency of the performance of its human, material and information resources, and bring about a change in its organizational structure if necessary in order to achieve the desires of customers and outperform competitors.

### EFQM model Objectives

The use of the EFQM model aims to achieve several goals that raise the level of performance and products of the organization, quality and excellence, and increased awareness of the importance of quality and improvement and a broad vision for work, as it is an integrated approach at all levels of the organization and the administrative tools used to improve and develop organizational performance and works to evaluate the performance of organizations of all types and sizes and identify weak points and address them. Enhancing the organization's strengths, identifying areas of improvement, and developing appropriate mechanisms to make improvements efficiently and effectively. It achieves results through continuous improvement and development in high-performance organizations on time, including: (Fayyadh, 2018: 46)

1. Identify and diagnose strengths and weaknesses in relation to the organization's vision and mission.
2. Motivating the organization to make continuous improvements in all its activities to achieve excellence in employee and customer satisfaction and social and



commercial results.

### **Importance of EFQM model**

If organizations have a language they speak in the twenty-first century, it is undoubtedly the language of excellence. Excellence has become the first and last concern for those working in the field of management, so much so that it can be said that outstanding performance is no longer one of the options presented to organizations, but rather an inevitability imposed by circumstances and external forces, as excellence and its requirements have become at the forefront. The goals and priorities that many organizations seek to achieve in a changing competitive environment (Al-Faouri, 2012: 28). To determine this importance through a set of organizational facts, organizations that seek to achieve a distinguished level in their performance must take into account the following: (Al-Saudi, 2017: 264), (Mansour and Al-Abed, 2013: 8), (Tariq, 2014: 9)

1. Its need for means and methods to identify the obstacles it faces if they arise.
2. Continuously developing its members, whether managers or employees, so that they can make the organization the most distinguished in performance compared to other competing organizations.
3. Constantly striving to introduce modern technology, which has a major role in keeping the organization in a distinguished position.
4. The main motivation for the organization is to keep pace with developments and work on the optimal use of resources in a way that increases their value.
5. It helps the organization adapt by giving it high flexibility to face environmental changes.
6. The organization's ability to crystallize the forces that support excellence, represented by human resources, organizational culture, leadership, internal processes, organizational structure, and strategic plans.

### **Analytical procedures and results**

This part presents the results of the study, its analysis and interpretation, by displaying the average response rates to the opinions of the total sample of the study to monitor the reality of applying the dimensions of excellence management in light of the European Foundation for Quality and Excellence Management (EFQM) model in higher education from the point of view of the administrative leaders in some colleges at the University of Misan.

1. Leadership: Table 2 shows the results of the average response rates of sample members to the leadership dimension. The results of the statistical analysis of the data presented in Table 2 indicate that the average response rates for the leadership dimension were between 1.931 - 2.046, while the average response rates for this dimension as a whole reached 1.967. In light of the results of the statistical analysis of the responses of the study sample, it

was found that most of the statements in this axis received moderate responses.

2. Strategy: Table 2 shows the results of the average response rates of sample members to the strategy dimension. The results of the statistical analysis of the data presented in Table 2 indicate that the average response rates for the strategy dimension were between 1.827 - 2, while the average response rates for this dimension as a whole reached 1.934. In light of the results of the statistical analysis of the responses of the study sample, it was found that most of the statements in this axis received moderate responses.
3. HRM: Table 2 shows the results of the average response rates of sample members to the HRM dimension. The results of the statistical analysis of the data presented in Table 2 indicate that the average response rates for the HRM dimension were between 1.862 - 2.023, while the average response rates for this dimension as a whole reached 1.923. In light of the results of the statistical analysis of the responses of the study sample, it was found that most of the statements in this axis received moderate responses.
4. Beneficiaries: Table 2 shows the results of the average response rates of sample members to the Beneficiaries dimension. The results of the statistical analysis of the data presented in Table 2 indicate that the average response rates for the Beneficiaries dimension were between 1.896 - 1.965, while the average response rates for this dimension as a whole reached 1.931. In light of the results of the statistical analysis of the responses of the study sample, it was found that most of the statements in this axis received moderate responses.
5. Students and graduates: Table 2 shows the results of the average response rates of sample members to the Students and graduates dimension. The results of the statistical analysis of the data presented in Table 2 indicate that the average response rates for the Students and graduates dimension were between 1.816 - 1.988, while the average response rates for this dimension as a whole reached 1.894. In light of the results of the statistical analysis of the responses of the study sample, it was found that most of the statements in this axis received moderate responses.
6. Research: Table 2 shows the results of the average response rates of sample members to the Research dimension. The results of the statistical analysis of the data presented in Table 2 indicate that the average response rates for the Research dimension were between 1.735 - 1.942, while the average response rates for this dimension as a whole reached 1.852. In light of the results of the statistical analysis of the responses of the study sample, it was found that most of the statements in this axis received moderate responses.



**Table 2.** Results of the average response percentages of sample members to the EFQM dimensions.

No.	Paragraphs	High level	Middle level	Low level	Ranking importance	Verification degree	Average response percentage
Leadership	1 The college's academic leaders work to clarify the future vision of the college	17.2	70.1	12.6	2.046	Medium	1
	2 The college's academic leaders provide innovative thinking in business performance	14.9	63.2	21.8	1.931	Medium	6
	3 Motivates the college's academic leaders to move towards implementing electronic management	16.1	67.8	16.1	2	Medium	2
	4 The college's academic leaders facilitate communication between all levels of the institution in an organized manner	11.5	71.3	17.2	1.9425	Medium	3
	5 The college's academic leadership seeks to shift towards implementing electronic administration	16.1	62.1	21.8	1.9425	Medium	4
	6 The college's academic leaders work to activate partnerships with universities to exchange experiences	14.9	64.4	20.7	1.9425	Medium	5
Strategy	7 The college has an approved strategic plan	20.7	55.2	24.1	1.965	Medium	2
	8 The college is keen to publish and implement the strategic plan	19.5	55.2	25.3	1.942	Medium	3
	9 The college works to update and develop the strategic plan on an ongoing basis	17.2	59.8	23.0	1.942	Medium	4
	10 The college has a clear vision and mission that expresses what it aims and aspires to	13.8	72.4	13.8	2	Medium	1
	11 The college analyzes its internal and external environment	12.6	67.8	19.5	1.931	Medium	5
	12 The college's strategic plan is flexible and integrated	8.0	66.7	25.3	1.827	Medium	6
HRM	13 The college works to discover and develop talented people at universities and consider them a pillar for achieving distinction	21.8	48.3	29.9	1.919	Medium	3
	14 The college prepares specialized technical cadres	19.5	49.4	31.0	1.885	Medium	4
	15 The college is keen on developing the capabilities of researchers using modern training methods and paying attention to measuring the impact of training	20.7	60.9	18.4	2.023	Medium	1
	16 The college is interested in attracting scientific competencies in various fields	18.4	59.8	21.8	1.965	Medium	2
	17 The college works to reward highly qualified employees	17.2	51.7	31.0	1.862	Medium	6
	18 The college is interested in providing all procedures to maintain the safety, security, and comfort of employees	18.4	51.7	29.9	1.885	Medium	5
Beneficiaries	19 The college works to measure beneficiary satisfaction using scientific standards	16.1	57.5	26.4	1.896	Medium	4
	20 The college is keen to establish activities to increase and activate relations with beneficiaries	18.4	57.5	24.1	1.942	Medium	2
	21 The college is interested in integrating technology into the educational process, for example in laboratories. Presentation tools; Advanced devices.	17.2	57.5	25.3	1.919	Medium	3
	22 The college's electronic capacity can be used to provide services to beneficiaries	21.8	52.9	25.3	1.965	Medium	1
Students and graduates	23 The college's admission policy is based on selecting distinguished students and not on the basis of numbers only	20.7	57.5	21.8	1.988	Medium	1
	24 The college provides the opportunity for all students to participate positively in educational situations and make decisions	13.8	69.0	17.2	1.965	Medium	2
	25 The college develops special programs for graduate follow-up	14.9	56.3	28.7	1.862	Medium	3
	26 The college depends on the results of students' opinion measures regarding the services provided to them	10.3	60.9	28.7	1.816	Medium	5
	27 The college constantly announces performance indicators for its students	13.8	56.3	29.9	1.839	Medium	4



**Continued Table 2:** Results of the average response percentages of sample members to the EFQM dimensions.

No.	Paragraphs	High level	Middle level	Low level	Ranking importance	Verification degree	Average response percentage
Research	28 The college provides an environment that encourages scientific research, such as funding, laboratories, etc.	19.5	43.7	36.8	1.827	Medium	4
	29 The college encourages the conduct of applied scientific research to address societal problems	14.9	43.7	41.4	1.735	Medium	5
	30 The college promotes scientific research through active participation in scientific conferences, seminars and workshops	17.2	59.8	23.0	1.942	Medium	1
	31 The college provides a wealth of knowledge through participation in international publishing in peer-reviewed scientific journals	10.3	71.3	18.4	1.919	Medium	2
	32 The college seeks research partnerships with productive sectors to finance scientific research	10.3	63.2	26.4	1.839	Medium	3

## CONCLUSION

The results of the analysis showed that the level of application of the EFQM model in a university constitutes an average percentage, which indicates that there is a significant availability of application of the model in the colleges investigated.

The study showed that there is an evaluation of the EFQM model and that there is a clear and sustainable methodology in the colleges affiliated with the University of Misan, which may provide an approved curriculum that encourages innovation and the development of necessary skills in the colleges studied. It turns out that there is a special policy of accepting and selecting quality rather than quantity in the colleges investigated. The leadership in the investigated colleges has great flexibility in its work and provides the special requirements it needs with those dealing with it. Accordingly, the EFQM model must be widely applied in the colleges studied. As well as enhancing the strengths possessed by the University of Misan, which in turn contribute to raising the level of its services, which are characterized by rapid flexibility and high responsiveness to the students dealing with it.

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