



# STUDYING THE OPPORTUNITY OF ADOPTING THE EUROPEAN EXCELLENCE MODEL EFQM 2020 IN THE IRAQI NORTH OIL COMPANY

Hatem Ali Abdullah<sup>1</sup>, and Shaymaa, Abdulkareem Dizdar<sup>2</sup>

<sup>1</sup>Assistant Professor, Ph.D., College of Administration and Economics, Tikrit University, Iraq, Tikrit  
(Email: [Hadminstration81@tu.edu.iq](mailto:Hadminstration81@tu.edu.iq))

<sup>2</sup>Researcher, Iraqi North Oil Company, Iraqi Ministry of Oil, Iraq, Kirkuk (Email: [SA230072pad@st.tu.edu.iq](mailto:SA230072pad@st.tu.edu.iq))

Article history:	Abstract:
<b>Received:</b> 11 <sup>th</sup> April 2024 <b>Accepted:</b> 10 <sup>th</sup> May 2024	The study aimed to validate the possibility of adopting the European Excellence Model EFQM 2020 in the North Oil Company/Kirkuk through a checklist to assess the availability and documentation of the model's three criteria (direction, execution, and results) through its dimensions of (vision, purpose, strategy, and Organizational culture and leadership, stakeholder engagement, Creating Sustainable Value, driving performance and transformation, stakeholder perceptions, and strategic and operational performance). The research found that North Oil Company attained a very good result in applying and documenting the standards of the European Excellence Model EFQM 2020, as it obtained (504.7) points out of 1000 with a percentage of (52.6%) and is thus an institution recognized for excellence. It is recommended to defeat all the shortcomings in the model's standards and dimensions, fill the gaps in the dimensions of "Creating Sustainable Value" and "impressions of stakeholders," and then fill the gaps in the other dimensions.

**Keywords:** EFQM 2020, direction, execution, consequences, North Oil Company.

## INTRODUCTION

North Oil Company, headquartered in Kirkuk Governorate, is a main contributor to the country's economic development. Its estimated oil reserves lengthen to its area of operations in the governorates of Kirkuk, Salah al-Din, Nineveh, and Anbar, which amount to about 13 billion barrels and around 12% of Iraq's total oil reserves. It aims to boost the production of crude oil and gas to meet local demand and export the surplus to global markets through pipelines that export crude oil north, south, and west (Mohieddin, 2018). In order to examine the possibility of adopting the model in the North Oil Company, the standard parts of the model were used, and a self-evaluation was conducted of the extent of application and documentation of the model standards (direction, execution, results) in the company.

## LITERATURE REVIEW

### The concept of European superiority

European Excellence is one of the chief models supplied by the European Foundation for Quality Management, defined as EFQM (European Foundation for Quality

Management), which is a general model expanded in all kinds of societies, regardless of sector, size, or structure (Nabitz, Klazinga, & Walburg, 2020). It is a non-prescriptive framework that allows organizations to accomplish excellence in results (Altamony, 2017) (Carlos, Escrig-Tena, Roca-Puig, & Beltrán-Martín, 2005); and provide a general perspective for understanding performance management (Wongrassamee, Simmons, & Gardiner, 2003) (José & Molina, 2010).

Self-evaluation is considered one of the features of measuring excellence. Excellence results are obtained by comparing its present performance with previous years and comparing it with other institutions to determine areas of strength and weaknesses (Martusewicz, Karol, & Arkadiusz, 2022). The self-evaluation process allows the organization to clearly distinguish its strengths, areas where enhancements can be made, as well as allowing it to measure progress periodically (Rusjan, 2005). Institutional excellence can be defined as a set of principles and methods that produce the best results and support the sustainable



future of organizations (Escrig & de Menezes, 2016); and (Al-Rubaie, 2023) described it as "a tool that forms the basis for achieving sustainable excellence in any institution and adding value to clients to build a sustainable future, develop institutional capacity, harness creativity and innovation, lead through vision and integrity, manage efficiently and quickly adapt to change, succeed through the talents and capabilities of employees, and sustain impressive results." (Wang, 2023) defines it as "a method effective comprehensive functioning management of enterprises, with customer-oriented and excellence-oriented management concepts, the model is based on evaluating the performance of various enterprises through specific qualitative and quantitative evaluation criteria; therefore, the establishment of "quality awards" has become a means of improving the level of high-quality management of enterprises. It is a vital means for many countries to strengthen and enhance their competitiveness." The EFQM model is a dynamic entity that has been studied five times to adapt to global changes. The basic concepts of the model have been utilized since 1999 as a single general model for all sectors, with a change in the weights of the criteria, and the final version has become the model is action-oriented and focused on sustainability, fulfilling the expectations of all stakeholders, and innovation (Şanlıöz-Özgen, 2016).

The European Foundation for Quality Management performed the new EFQM 2020 model, with participation from a number of users, award-winning entities, academics, and business leaders, underpinned by European values and business ethics (Fonseca et al, 2021). The new model includes seven dimensions of assessment, called the "seven pillars" as in Figure (1) (EFQM Model, 2020: 10); (Nabitz, Klazinga, & Walburg, 2020) (José & Molina, 2010). These dimensions are supplied into three standards that represent the

institution's successive activities and form a flow chart for basic evaluation activities (Shehata, 2021); (Mohaghar, Safari, & Abadi, 2021); (Al-Shahrani, 2022); (Martusewicz, Karol, & Arkadiusz, 2022).

### Advantages of the European Excellence Model EFQM

(Hides, Davies, & Jackson, 2004) supposed that the model provides a list of strengths and areas for improvement, an excellent communication document, and an opportunity to compare performance with other organizations. Self-evaluation assists organizations understand whether they are effective or "Is what you are doing helping to achieve what we want to achieve?" (Doeleman, ten Have, & Ahaus, 2014) described that the advantages of the model are:

- Leads to improved results.
- Consensus can be reached on achievable improvements, and this reveals potential sources of competitive advantage.
- The model has been identified to be an actual tool for comparison and benchmarking purposes.
- Focusing on the associations between standards contributes to coherent institutional development.
- The participatory method in applying the model enhances commitment to achieving the required improvements.
- Intrinsic motivation is a prerequisite for popular implementation.

### Objectives of the European Excellence Model EFQM

The model points to bridge the gap between the organization's actual performance, which represents its reality, and its intended or desired performance, which reflects its strategic goals, in order to achieve effective performance and the ability to link the internal and external environment of the institutions to make them able to resist competitors (Mutlaq, 2022).





**Figure 1. EFQM 2020 model.**

**Source: EFQM Model, 2020: 10.**

**Study methodology**

The case study approach was expanded, which is concerned with collecting, organizing, and analyzing data, information, facts, and indicative evidence from its main sources (Dizdar, 2023).

**Methods of collecting and examining data and information**

The applied experience of the researcher in the North Oil Company and her access to data, information, and reports were relied upon, using (Checklist) and the seven-point scale (Likert) according to weights from (6-0), as a weight was assigned to each item of the scale, Table (1).

**Table 1. Items of the seven-point scale and their weights**

The scale	fully implemented, fully documented	completely implemented, partially documented	completely implemented, not documented	partially implemented, fully documented	partially implemented, partially implemented	partially implemented, not documented	, not applied, not documented
Paragraph weight	6	5	4	3	2	1	0

**Source: (Al-Khatib, 2008).**

**Statistical methods utilized in research**

A set of statistical methods were used to examine the data in (Check list) for the purpose of evaluating the actual reality of applying and documenting the standards of the EFQM 2020 model in the company. These approaches are (Al-Sudani & Haider, 2017) and (Al-Tamimi, 2020):

Weighted arithmetic mean  $\bar{x}$ : To compute the true average in order to document and apply the model's criteria, the following formulas were used (Mohieddin & Mohaimed, 2023):

$$\bar{x} = \frac{\sum Wf_i}{\sum f_i} \dots\dots\dots(1)$$

Where:

$\bar{x}$ : arithmetic mean.

WI: weights

fi: frequencies

Percentage: it conveys the amount of conformity, documentation, and difference with the degree of model dimensions through the following equation:

$$P = \frac{\sum Wf_i}{\sum f_i * 6} * 100 \dots\dots\dots(2)$$

P = represents the percentage, and the number (6) indicates the highest weight in the scale.

Gap rate: expressed as the variance between the score of each dimension and its score in the model:

$$M = D - A \dots\dots\dots(3)$$

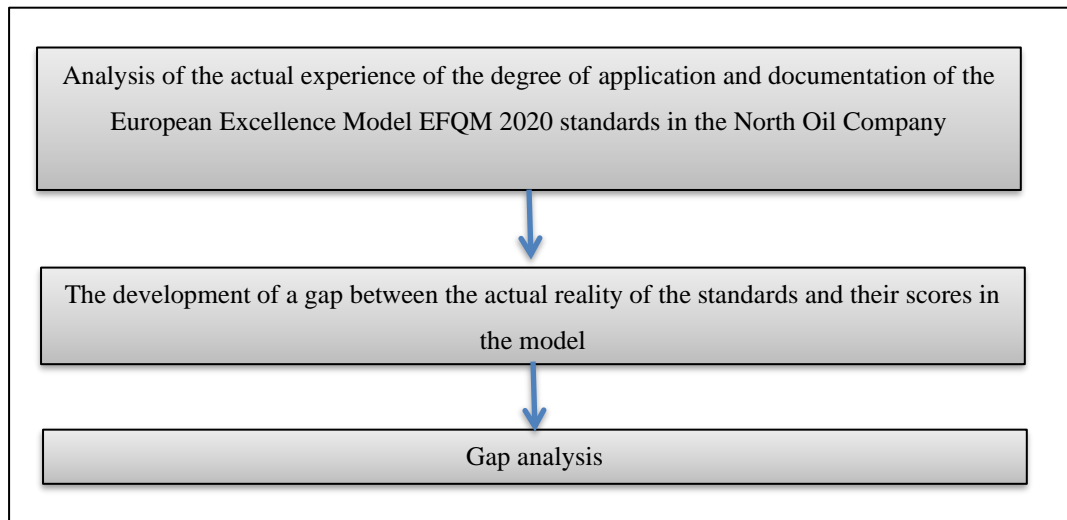
M: gap rate

D: actual verifier

A: standard score

**Procedural plan for the research:**

A procedural chart was intended for the purpose of arriving at the research results as follows:



**Figure 2. Procedural plan for the research.**

**Source: Prepared by researchers.**

## RESULTS

The inspection lists are given based on (Al-Najjar & Jawad, 2017), analyzing data and reports that contain the actual numbers obtained from the North Oil Company, relying on the company's status document, and through the researcher's field experience.

**Direction:** An outstanding organization is described by an ambitious vision, an inspiring purpose, and a fulfilling strategy. It involves two main standards as follows:

**Vision, purpose, and strategy (100) points:** This standard contains five sub-criteria that represent the company's activity, as in the checklist (1).

The results of the checklist for the vision, purpose, and strategy standard in Table (1) indicate that the company has attained a rate of (3.6) out of (6). This rate specifies that the company has reached the level of (partially implemented, fully documented) for the paragraphs of the vision, purpose, and strategy standard, with a percentage of implementation documenting a percentage of (60%) of the total standard points, which amounts to (100) points, meaning that we need (40) points, which represents the gap to complete the vision, purpose, and strategy standard points required within the model.

The results of the vision, purpose, and strategy criteria can be clarified as follows:

**Documentation level:** The company is characterized by a high documentation rate for this standard, which is one of the company's strengths.

**Application level:** Through the analysis of actions (5, 4, 3, 1), the partial implementation of these activities by the company was revealed despite its complete documentation, as the company possesses an integrated matrix of the company's strategic plan prepared by the researcher according to the (SWOT) matrix, and also possesses the evidence. Documentation of the vision, mission and goals of oil sector companies and departments, but they are not distributed to the company's employees, in addition to the quarterly performance evaluation reports for the activities of all company bodies. However, the emphasis of uncompleted activities does not receive attention from the concerned authorities, most of which are due to non-compliance with the timings required for sending positions and delays in issuing administrative orders to accomplish these tasks.

As for activity (2), the overall application of the activity was proven by the company through providing services and activities to the community due to its financial and material capabilities, capabilities and human efforts. A mutual assistance plan was prepared with the Directorate of Civil Defense for the governorate's departments and a fire services plan in addition to



training department members. Firefighters at Kirkuk International Airport specify equipment and devices to

provide services, support, and assistance to the community.

**Table 1. Checklist for vision, purpose, and strategy.**

No.	Direction	Extent of documentation and application						
		Completely implemented	Completely implemented	Completely implemented	Partially implemented	Partially implemented	Partially implemented	Not implemented
<b>The first dimension: vision, purpose and strategy</b>								
1.1	Defining purpose and vision				✓			
1.2	Identify and understand the needs of stakeholders	✓						
1.3	Understanding the ecosystem, internal capabilities and main challenges				✓			
1.4	Strategy development				✓			
1.5	Design and implement a governance and performance management system				✓			
Weights (Wi)		6	5	4	3	2	1	0
Frequencies (Fi) = 5		1	0	0	4	0	0	0
Result ( $\sum W_i * f_i$ ) = 18		6	0	0	12	0	0	0
Weighted or adjusted arithmetic mean ( $\bar{x} = 18/5$ )		3.6						
Percentage ( $(18/(5*6))*100\%$ )		60						
Planned achievement (standard score)		100						
Gap (chart percentage)		40						

**Source: Prepared by researchers.**

**Corporate Culture and Leadership (100) points:**  
 This standard involves four sub-criteria that represent the company's activity, as shown in the checklist (2).

The results of the checklist for the institutional culture and leadership standard in Table (2) specify that the company has achieved a rate of (3.5) out of (6). This



rate denotes that the company has reached the level of (partially implemented, fully documented) for the paragraphs of the Organizational culture and leadership standard, with a percentage of applying and documenting a percentage of (58%) of the total standard points, which amounts to (100) points, meaning that we demand (42) points, which represents the gap to complete the Organizational culture and leadership standard points required within the model. The results of the Organizational culture and leadership standard can be clarified as follows:

**Documentation level:** The company is known by a high documentation rate for this standard, which is one of the company's strengths.

**Application level:** Through the analysis of activities (1), the partial implementation of these activities by the company was shown despite its complete documentation, as the quality policy brochure is accessible at the entrance to the company, but a small number of departments hold the ISO 9001:2015 certificate, which performs to establish the principle continuous improvement of the company's services and for activity (4) and the last one, we observe a complete absence of application of the activity.

products, as well as educational seminars held by the company for employees to spread the organization's culture. As for activity (2), it is fully applied through the creation of divisions affiliated with the divisions, including the division of technical systems for tracking vehicles and maintaining the internal and external sites of the company, as well as the creation of the strategic planning unit, in addition to installing special programs at the headquarters of the bodies and divisions of the company to document and archive the incoming and outgoing, develop it, and follow up on the progress of work from During field visits. Similarly, activity (3) is fully implemented. The company is keen to value the efforts of employees, but we remarked the absence of rewards and the delay in employees' production profits for several years in a row. The company also witnesses an annual evaluation scheme for employees, but it is a secret procedure, and this reduces the chances of encouraging employees to increase their activity and provide creativity and innovation with the aim of supporting and improving the culture of excellence among the organization's employees. As

**Table 2. Organizational culture and leadership checklist.**

No.	Direction	Extent of documentation and application						
		Completely implemented	Completely implemented	Completely implemented	Partially implemented	Partially implemented	Partially implemented	Not implemented
<b>The second dimension: Organizational culture and leadership</b>								
2.1	Directing Organizational culture and nurturing values				✓			
2.2	Creating the conditions to achieve change	✓						
2.3	Empowering creativity and innovation		✓					
2.4	Uniting ranks and engaging in achieving the							✓



goal, vision and strategy								
Weights (Wi)	6	5	4	3	2	1	0	
Frequencies (Fi) = 4	1	1	0	1	0	0	1	
Result ( $\sum W_i * f_i$ ) = 14	6	5	0	3	0	0	0	
Weighted or adjusted arithmetic mean ( $\bar{x} = 14/4$ )	3.5							
Percentage ( $14/(4*6)*100\%$ )	58							
Planned achievement (standard score)	100							
Gap (chart percentage)	42							

Source: Prepared by researchers.

**Execution:** Determining the organization's direction shows the way forward, but the strategy must be implemented successfully and efficiently and ensure that the relevant groups within its ecosystem understand and interact fully with the basic groups to achieve success, build sustainable value, and manage the performance levels necessary to achieve current success and manage improvements and transformations required for sustained success in the future. It includes three main agency criterions:

**Involving stakeholders (100) points:** This standard includes five sub-criteria that denote the company's activity, as shown in the checklist (3).

The results of the checklist for the stakeholder involvement standard in Table (3) denote that the company has achieved a rate of (3) out of (6). This rate suggests that the company has reached the level of (partially implemented, fully documented) for the paragraphs of the stakeholder involvement standard, with a percentage of implementation and documentation. (50%) of the total standard points, which amounts to (100) points, meaning that we need (50) points, which represents the gap to perfect the stakeholder involvement standard points required within the model.

The results of the stakeholder involvement criterion can be illustrated as follows:

**Documentation level:** The company is idealized by a high documentation rate for this standard, which is one of the company's strengths.

**Application level:** Using the analysis of activity (1), the partial application of this activity by the company

was revealed. Depending on the instructions of the Iraqi Ministry of Oil and the company, an invitation was directed to implement contract requests, which are among the tasks and duties of the contracts department in the company. It was employed through tenders or auctions and organized with bids and offers. The best bids were chosen. Activity (2) shows the complete application of the activity, based on the books received from the Ministry of Oil / Administrative and Financial Department, adopting equality and equal opportunities in employing the top graduates of the Petroleum Training Institute who consider a bachelor's degree, as well as appointing students who hold graduate degrees, and measuring its impact on the needs of bodies and departments. The company maintains the company's manpower needs to improve and support employee plans in accordance with the company's strategy.

Activity (3) shows the partial application of the activity, as the company planned to maintain high levels of production in accordance with the available and current human, financial, and material capabilities according to an approved plan for programmed maintenance programs for the gas turbines and gas compressors in the company and their implementation on a consistent basis (comprehensive maintenance, semi-comprehensive maintenance, maintenance Partial) and according to the timings specified in the plan and providing the requirements to implement the plan and measure the real performance and compare it with the plan according to monthly and annual reports in order to maintain its sustainability, but we observe the



absence of programmed maintenance plans for the oil fields in order to maintain the continuity of production. As for activity (4), it is fully implemented, as the company harnesses its natural wealth to attain

economic and human development for the country. At the same time, activity (5) witnesses a lack of implementation and is a weak point for the company.

**Table 3. Checklist for stakeholder engagement.**

No.	Execution	Extent of documentation and application						
		Completely implemented	Completely implemented	Completely implemented	Partially implemented	Partially implemented	Partially implemented	Not implemented
<b>The third dimension: Involving stakeholders</b>								
3.1	Customers: Building a sustainable relationship					✓		
3.2	Employees: attract, engage, develop and retain	✓						
3.3	Business and governance stakeholders: ensuring and maintaining ongoing support				✓			
3.4	Society: Contributing to development, well-being and prosperity				✓			
3.5	Partners and Suppliers: Building relationships and ensuring support to build sustainable value							✓
Weights (Wi)		6	5	4	3	2	1	0
Frequencies (Fi) = 5		1	0	1	1	1	0	1
Result ( $\sum W_i * f_i$ ) = 15		6	0	4	3	2	0	0
Weighted or adjusted arithmetic mean ( $\bar{x} = 15/5$ )		3						





Percentage (15/(5*6)*100%)	50
Planned achievement (standard score)	100
Gap (chart percentage)	50

Source: Prepared by researchers.

**Creating Sustainable Value (200) points:** This standard involves four sub-criteria that represent the company's activity, as shown in the checklist (4).

The results of the checklist for the standard of Creating Sustainable Value in Table (4) specify that the company has achieved a rate of (1) out of (6). This rate indicates that the level of the paragraphs of this standard requests to be implemented not documented) in the company, with a percentage of application and documentation (16.7%), meaning that we need (83.3) points, which represents the gap to complete the percentage of the standard for Creating Sustainable Value required within the model, meaning that the percentage of application of the standard is (33.4) out of the total points of the standard, which amounts to (200) points. The results of the standard for building value can be explained as sustainable as follows:

**Documentation level:** The results of the checklist direct that the activities of this standard are not documented, which is one of the company's weak points, with the exception of activity (1), which refers to designing and building value.

**Application level:** Using the analysis of activity (1), the partial implementation of this activity by the company was revealed. Despite the Ministry's instructions concerning the mechanism for maintaining

technical and economic feasibility studies for the company's investment projects, many new projects are included in the company's investment plan without preparing an integrated technical feasibility study for them, according to the principles received from the competent authorities, which leads to the deletion of these projects upon approval of the plan, despite their importance in increasing oil and gas production from the company's fields.

As for activity (2), it witnesses a lack of implementation, which is a weak fact for the company. Despite the occurrence of an employee suggestion form designed by the relevant authorities, it did not witness the implementation of the employees' suggestions and the lack of interest of the employees or submitting any suggestions that would help improve the value of the product and service. The same relates to the activity (2) and (3). There was no application of response forms to determine the extent of customer satisfaction dealing with the company and to classify and divide the results excellently to provide an understanding of enhancing the services provided by the company to the customer in order to maintain the customer's satisfaction, increase his confidence and maintain the levels of dealing in the future. As for activity (4), this activity was not applied.

Table 4. Checklist for Creating Sustainable Value.

No.	Execution	Extent of documentation and application						
		Completely implement ed	Completely implement ed	Completely implement ed	Partially implement ed	Partially implement ed	Partially implement ed	Not implement ed
<b>Fourth dimension: Creating Sustainable Value</b>								
4.1	Design and build value					✓		
4.2	Communicate and sell value						✓	



4.3	Deliver value						✓	
4.4	Define and implement the overall experience							✓
Weights (Wi)		6	5	4	3	2	1	0
Frequencies (Fi) = 4		0	0	0	0	1	2	1
Result ( $\sum W_i * f_i$ ) = 4		0	0	0	0	2	2	0
Weighted or adjusted arithmetic mean ( $\bar{x} = 4/4$ )		1						
Percentage ( $(4/(4*6))*100\%$ )		16.7						
Planned achievement (standard score)		200						
Gap (chart percentage)		83.3						

**Source: Prepared by researchers.**

**Leadership Performance and Transformation (100) points:**

This standard involves five sub-criteria that represent the company's activity as described in the checklist (5).

The results of the checklist for the Performance Leadership and Transformation Standard in Table (5) specify that the company has achieved a rate of (4.75) out of (6). This rate indicates that the company has reached the level of (fully implemented, partially documented) for the paragraphs of the Performance Leadership and Transformation Standard with a percentage of applying and documenting a percentage of (63.3%) of the total standard points, which amounts to (100) points, meaning that we need (36.7) points, which represents the gap to complete the performance and transformation leadership standard points required within the model.

The results of the Performance Leadership and Transformation Standard can be idealized as follows:

**Documentation level:** The results of the checklist specify partial documentation of these activities, which is one of the company's weak points.

**Application level:** Using the analysis of the two activities (5.1), the total application of these two activities by the company was revealed, which is strength of the company. With regard to activity (1), the company approved a risk and crisis management plan to confront emergency and potential situations in accordance with the directions of the Ministry of Oil and

determine the powers of individuals and groups during after the emergency has passed, implementation plans are determined by developing evacuation, rescue, and firefighting scenarios, and conducting experimental operations and improvements necessary to reduce the impact of risks, as well as preparing the company's emergency plan to address cases resulting from oil spills and sudden expectations as a result of natural disasters or cases resulting from actions of sabotage or the explosion of oil installations and reduce the necessary supplies to reduce losses to a minimum and thus reduce the impact on oil and gas production and export lines. As for activity (5), it is implemented by the Occupational Health, Safety, and Environment Authority by preparing periodic details on chemical and biological examinations, conducting an environmental survey of air pollutants, water and soil examinations from the derrick to remove spills and oil waste using tank cars, and determining the radiation percentage of equipment and devices to preserve the environment. This is considered a strength point for the company.

As for activity (2), it is partially implemented in the company, as the company advanced to follow a scenario according to the effects of external variables and in accordance with its future trends and determined alternative plans to overcome those negative effects. As well as activity (3) is partially implemented in the company concurring to the company's instructions to establish a work team to explore the possibility of using



barcode technology in the company's stores and transform it into a practical, applicable project and identify and update the aspects that need development in the fields of modern technology. As for activity (4), it is partially implemented in the company by implementing seminars and lectures

according to work supplies, as well as circulars and cultural bulletins to spread knowledge among employees, holding specialized courses in the field of modern technologies, and taking advantage of internet sites with the aim of improving and raising performance levels.

**Table 5. Performance Leadership and Transformation Checklist**

No.	Execution	Extent of documentation and application						
		Completely implemented	Completely implemented	Completely implemented	Partially implemented	Partially implemented	Partially implemented	Not implemented
<b>The fifth dimension: driving performance and transformation</b>								
5.1	Performance leadership and risk management	✓						
5.2	Institutional transformation for the future					✓		
5.3	Leading innovation and leveraging technology					✓		
5.4	Benefit from data, information and knowledge				✓			
5.5	Asset and resource management	✓						
Weights (Wi)		6	5	4	3	2	1	0
Frequencies (Fi) = 5		2	0	0	1	2	0	0
Result ( $\sum W_i * f_i$ ) = 19		12	0	0	3	4	0	0
Weighted or adjusted arithmetic mean ( $\bar{x} = 19/5$ )		4.75						
Percentage $(19/(5*6)*100\%)$		63.3						
Planned achievement (standard score)		100						
Gap (chart percentage)		-						
		36.7						



**Results:** This axis includes what the company has accomplished within the direction and implementation axes, including future predictions. It contains two main agency standards:

**Stakeholder impressions (200) points:** This standard incorporates five sub-criteria that represent the company's activity, as shown in the checklist (6).

The results of the checklist for the stakeholder impressions standard in Table (6) specify that the company has achieved a rate of (2.4) out of (6). This rate directs that the company has reached the level of (partially implemented, partly documented) for the paragraphs of the stakeholder impressions standard, with a percentage of application and documentation. Percentage (40%), meaning we need (60%) points, which exemplifies the gap to complete the percentage of stakeholders' impressions standard required within the model, meaning that the percentage of application of the standard is (80) of the total points of the standard, which amounts to (200) points. The results of the impressions standard can be explained. Those concerned are as follows:

**Documentation level:** The results specify complete documentation of these activities, which is one of the company's strengths.

**Source: Prepared by researchers.**

**Implementation level:** Through the examination of activities (4,3,2,1), the partial implementation of these activities in the company was exposed, and it is one of the tasks of the results standard team within the application of the European Excellence Model (EFQM 2013). The problem is from members of the internal domination and audit department in the company, and it needs to be a stronger point. For the company, the opinions and information of human resources are not used to recover the programs and policies followed in the company, despite the existence of a questionnaire form that employees fill out, but it has not received an accurate and balanced statistical analysis so that its results can be followed and acted upon. The same applies to consumer and community questionnaires, determining the extent of customer satisfaction dealing with the company in order to improve the company's performance and excellently classifying the results to provide an understanding of improving the services the company prepares to the customer in order to maintain customer satisfaction.

As for activity (5), the company does not have a survey specifically for the opinions of partners and suppliers, and it needs to be documented and related in the company, which is a weakness.

**Table 6. Checklist for stakeholder impressions.**

No.	Results	Extent of documentation and application						
		Completely implemented	Completely implemented	Completely implemented	Partially implemented	Partially implemented	Partially implemented	Not implemented
<b>Sixth dimension: Stakeholders' impressions</b>								
6.1	Results of customer impressions				✓			
6.2	Results of employees' impressions				✓			
6.3	Results of the impressions of those concerned with business				✓			



	and governance interests							
6.4	Community impressions results				✓			
6.5	Results of partners' and suppliers' impressions							✓
Weights (Wi)		6	5	4	3	2	1	0
Frequencies (Fi) = 5		0	0	0	4	0	0	1
Result ( $\sum W_i * f_i$ ) = 12		0	0	0	12	0	0	0
Weighted or adjusted arithmetic mean ( $\bar{x} = 12/5$ )		2.4						
Percentage ( $(12/(5*6))*100\%$ )		40						
Planned achievement (standard score)		200						
Gap (chart – percentage)		60						

Source: Prepared by researchers.

### **Strategic and operational performance (200)**

**points:** This standard involves five sub-criteria that represent the company's activity, as shown in the checklist (7).

The results of the checklist for the strategic and operational performance standard in Table (7) indicate that the company has attained a rate of (4.8) out of (6). This rate indicates that the company has maintained the level of (fully implemented, partially documented) for the paragraphs of the strategic and operational performance standard, with a percentage of implementation and documentation of a percentage of (80%), meaning that we need (20) points, which denotes the gap for completing the percentage of the strategic and operational performance standard required within the model, meaning that the percentage of application of the standard is (160) out of the total points of the standard, which is (200) points.

The outcomes of the strategic and operational performance standard can be clarified as follows:

**Documentation level:** The results of the checklist indicate partial documentation of these actions, which is one of the company's weak points.

**Application level:** Depending on the analysis of activities (1 and 2), the total application of these two

activities in the company is revealed, which is strength of the company. As for activity (1), the company is keen to retain various development, on-site, and electronic courses, and grant study opportunities according to current and future needs to improve the performance of employees. Efficiently and effectively, advancing from and developing their skills, and motivating them to raise the efficiency of their performance and increase their productivity. As for activity (2), the company organized annual plans to drill chalk wells in Bay Hassan and Jambur in coordination with the Iraqi Drilling Company and in accordance with its future directions in raising oil production from the fields under its operations, after studying the present capabilities of the wells and fields/operating reservoirs and their capacity. Productivity and financial estimates are based on the quantities of crude oil generated from the company's fields.

As for activities (3, 4, 5), they are fully applied and are a strength of the company. As for activity (3), the company has adopted an obvious policy and a documented plan for the production of crude oil and gas received from other parties and pumped from the Saralu pumping station towards the Turkish port of Ceyhan via the region's pipeline system. The crude oil organized for



the northern refineries to maintain the company's strategic objectives and produce invention levels in the company's fields due to the relative abundance of the crude oil resource in the company's fields and the presence of a large oil reserve, which is considered a positive indicator of the company's actual performance. Production signs are being implemented and measured through the preparation of monthly production reports. Annual and achieved production charges and comparing them with the plan in order to raise the production function.

As for activity (4), the company has organized a short-term plan of annual investment projects in accordance with the Ministry's instructions and the company's strategic objectives, coordination with all company bodies, and concentrating on the priorities of projects that are important in sustaining and increasing production and export, which are implemented

according to standards of cost, time, and specifications, and work on the schemes is being followed up. Measuring advancement in implementation and achievement according to monthly, quarterly, and annual analyses was to identify problems, obstacles, and possible solutions.

As for activity (5), financial resources were offered from the planning budget. Material resources were provided to fulfill the requirements of the plans and policies of the process of development and institutional excellence in accordance with the directives of senior management. The implementation of external and internal courses and workshops in order to direct working cadres and institutional evaluation teams and measure their performance indicators through the completion of reports to achieve the company's goals are excellence and progress.

**Table 7. Checklist for strategic and operational performance.**

No.	Results	Extent of documentation and application						
		Completely implemented	Completely implemented	Completely implemented	Partially implemented	Partially implemented	Partially implemented	Not implemented
<b>Seventh dimension: strategic and operational performance</b>								
7.1	Achievements in achieving the organization's goal and building value		✓					
7.2	Meeting the expectations of key stakeholders		✓					
7.3	Economic and financial performance	✓						
7.4	Performance leadership achievements	✓						
7.5	Transformation leadership achievements	✓						



7.6	Measures of future expectations							✓
	Weights (Wi)	6	5	4	3	2	1	0
	Frequencies (Fi) = 5	3	2	0	0	0	0	1
	Result ( $\sum W_i * f_i$ ) = 28	18	10	0	12	0	0	0
	Weighted or adjusted arithmetic mean ( $\bar{x} = 28/6$ )	4.8						
	Percentage ( $(28/(6*6))*100\%$ )	80						
	Planned achievement (standard score)	200						
	Gap (chart percentage)	20						

**Source: Prepared by researchers.**

### Graphical idealization of gap ratios

Based on the outcomes of the checklists that were achieved within paragraph (first) of this research, which showed the level of application and documentation of each dimension of the European Excellence Model EFQM 2020 separately, a table will be prepared to show the results of the arithmetic mean, the percentage of the actual achiever, and the gap rate for the model, as in Table (8).

**Table 8. Percentages of actual achievers and gap rates.**

Standard number	Standards	Standard score in the model	The actual achiever of the standard score	Gap rate	Actual achieved percentage %	The percentage of the gap rate from his grade in the standard %
1	Vision, purpose and strategy	100	60	40	60	40
2	Corporate culture and leadership	100	58	42	58	42
3	Involve stakeholders	100	50	50	50	50
4	Creating Sustainable Value	200	33.4	166.6	16.7	83.3
5	Driving performance and transformation	100	63.3	36.7	63.3	36.7



6	Impressions of those involved	200	80	120	40	60
7	Strategic and operational performance	200	160	40	80	20
Total		1000	504.7	495.3	368	332

Source: Prepared by researchers.

By studying the data in Table (8), which shows the level of application and documentation of the European Excellence Model EFQM 2020 standards obtained by the North Oil Company, according to the percentages of the gap rate and the actual achieved for each standard, we note that the gap rate recorded on the vision, purpose, and strategy standard was (40%). According to what was actually reached (60%), the same is true for the rest of the standards, as the Organizational culture and leadership standard records a gap rate of (42%) with an actually achieved rate of (58%), while the third standard, which is the involvement of stakeholders, records a gap rate of (50%). % and actual achieved (50%), while the gap rate recorded for the Creating Sustainable Value standard was (83.3%) in light of the actual achieved (16.7%), and the Performance Leadership and Transformation Standard recorded a gap rate of (36.7%) and actual achieved (63.3%). The stakeholder impressions criterion verified a gap rate of (60%) and actual achievement (40%), while the strategic and operational performance criterion recorded a gap rate of (20%) and actual achievement (80%).

The results of Table (8) also specify that the North Oil Company has achieved (504.7) points out of (1000), and thus, it is a (very good) institution and somewhat committed to the standards of institutional excellence based on the levels of application and documentation of the European Excellence Model, which were specified by

(<https://efqm.org>) (Al-Badri , 2018) and it has been categorized as follows:

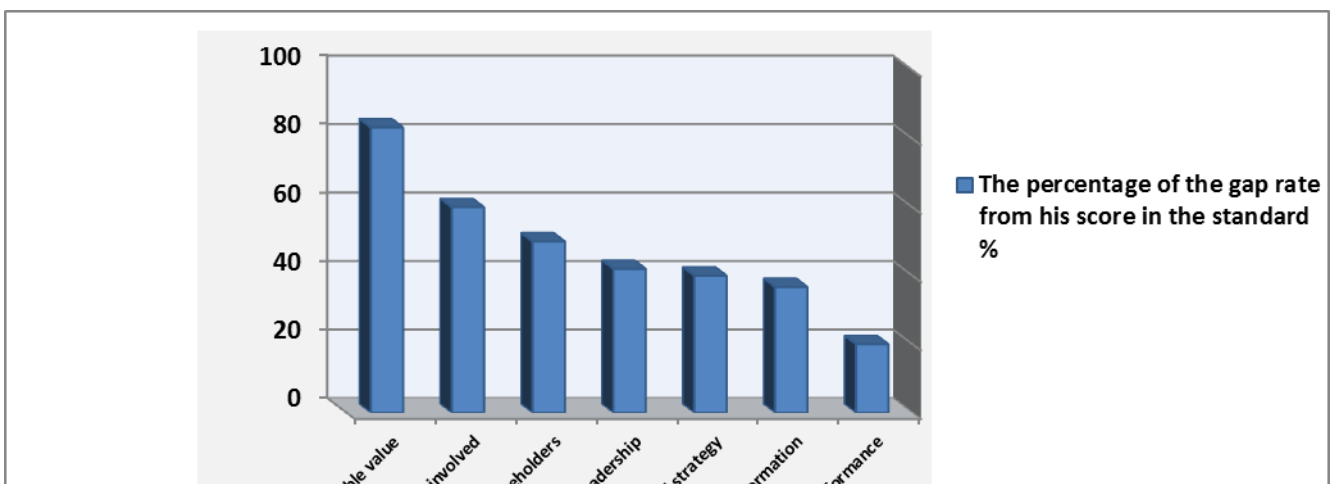
- An institution that gains (300) points are good
- The institution that gains (500) points are very good.
- The institution that gain (700) points are a distinguished institution.

From the point of view of (Al-Rubaie, 2023), cited from (Garad & Sharifi, 2010), the North Oil Company can be considered (recognized for excellence), according to the classification of the following levels:

- Committed to excellence: At this level, the institution attains between (300-200) points.
- Recognized for excellence: At this level, the institution attains between (599 - 400) points.
- Global excellence: At this level, the institution attains between (1000 - 600) points

The results of the gap percentages for all model limitations can be represented graphically through Figure (3) to show the levels of the gap percentages in descending order.

Depending on the results of the checklists achieved within Paragraph (First) of this research, which showed the level of application and documentation for the paragraphs of the European Excellence Model EFQM 2020, the results of the arithmetic average, the percentage of application and documentation of the model, and the gap percentage will be presented to extract the total gap from (100%) for application and documentation of the model in the company is as shown in Table (9).







**Figure 3. Percentages of gap rates for each criterion.**  
**Source: Prepared by researchers.**

**Table 9. Summary of the results of applying and documenting the paragraphs of the EFQM 2020 model in the North Oil Company.**

<b>No.</b>	<b>Paragraph title</b>	<b>Degree achieved (Arithmetic mean)</b>	<b>Percentage achieved %</b>	<b>Gap ratio %</b>
1	Vision, purpose and strategy	3.6	60	40
2	Corporate culture and leadership	3.5	58	42
3	Involve stakeholders	3	50	50
4	Creating Sustainable Value	1	16.7	83.3
5	Driving performance and transformation	4.75	63.3	36.7
6	Impressions of those involved	2.4	40	60
7	Strategic and operational performance	4.8	80	20
The total amount achieved		23.1	368	332
The total amount required		42	700	700



The total percentage of implementing and documenting the model in the company $368 \times 100 / 700 = 52.6$	52.6%
The percentage of the overall gap of the model $332 \times 100 / 700 = 47.4$	47.4%

**Source: Prepared by researchers.**

By checking Table (9), it is clear that the total percentage of application and documentation of the European Excellence Model in the company amounted to (52.6%), which indicates a difference in the total application and documentation of the model in the company by a gap of (47.4%). This requires inspecting these percentages because some standards recorded high gap rates, as shown in Figure (3), especially the two criteria (Creating Sustainable Value), which is one of the basic criteria for the (execution) criterion for the organization to remain dynamic and productive over time, and (stakeholders' impressions) which is the consequence of the business, as through it the results of the company's performance can be known.

#### **DISCUSSION AND CONCLUSION**

The reality of affecting the standards of the European Excellence Model EFQM 2020 in the North Oil Company was very good and achieved the level of (an institution recognized for excellence), but there is a need to make improvements in the company. Despite the complete records of the company's vision and purpose, the employees are not aware of it, and it has not been declared or published on its official website. It has been demonstrated that the company is keen to keep its values and control the relationship between the company's culture, leadership, and its impact on the company's activities internally. The company's interest is in human supplies and customers because of their importance in evaluating the company's performance in relation to the needs of the main stakeholders, and its contribution to achieving the well-being of society. It was revealed that there is complete data on the emergency plan and risk organization for all the company's bodies and departments, and the necessity of dealing with emergency external situations accurately and according to documented evidence. The results of the gap analysis presented that the highest gap was in two dimensions (Creating Sustainable Value) and (impressions of stakeholders), which the company should gain addressing because their impact represents (80%) of the rest of the dimensions of the model according to the (80/20) rule.

The researchers mainly commend the necessity of a rapid shift to adopting the European Excellence Model EFQM 2020 in the North Oil Company, as a contemporary administrative tool to evaluate the company's overall performance on a regular basis and for all its activities and processes, given the proven availability of its standards and dimensions in the company and according to the checklists and answers of the study sample. By pursuing the assistance of specialists who have experience and scientific experiences in this field and the field of strategic planning; and implicate them in the courses held by the EFQM Academy to qualify for the accreditation of the international change expert in the North Oil Company to develop visions and study strategies for mobility and change, in order to succeed the company to obtain the EFQM International Award, especially in light of the increasing intensity of competition between government institutions in the field of improving the business environment.

#### **REFERENCES**

1. Al-Badri, Hassan Aloun Shadeed, (2018), "Evaluating the performance of the Directorate of Auditing and Internal Control in the Ministry of Defense according to the European Excellence Model EFQM, an analytical study," Master's thesis in Business Administration, College of Administration and Economics, University of Baghdad.
2. Al-Khatib, Samir Kamel, (2008), "(Total Quality Management and ISO a Contemporary Approach)", 1st edition, Dar Al-Murtada, Iraq.
3. Al-Najjar, Sabah Majeed, and Jawad, Maha Kamel, (2017), "(Quality Management Principles and Applications)", first edition, Al-Dhakraya Publishing and Distribution, Baghdad.
4. Al-Rubaie, Hoda Adeeb Hamid Abd, (2023), "Using the European Excellence Model (EFQM) in evaluating the organization's competitive performance/a case study in the General Company for Food Products - Al-Ma'moun Factory," Tikrit Journal of Administrative and



- Economic Sciences, Volume (19), No. (61), Part (2).
5. Al-Shahrani, Khalid bin Aboud bin Rafi', (2022), "The reality of implementing excellence management in the Royal Orbitals in Jubail in light of the European EFQM model," a thesis submitted to the Department of Educational Administration in fulfillment of the requirements for obtaining a Master of Arts degree in Educational Administration and Leadership, Al-Imam University Bin Abdul Rahman bin Faisal, Kingdom of Saudi Arabia.
  6. Al-Sudani, Ali Mawat Sayhud, and Haider, Zaid Ali, (2017), "Performance evaluation according to the two standards of employees and employee results for the European Excellence Model EFQM specifications and standards, a case study in the Office of the Inspector General and the Ministry of Health," *Journal of Economic and Administrative Sciences*, Volume (98), Issue (23).
  7. Al-Tamimi, Najla Yacoub Youssef, (2020), "Evaluating the performance of the Central Organization for Standardization and Quality Control according to the European Excellence Model EFQM 2015 - An Analytical Study," Higher Diploma in Strategic Planning, College of Administration and Economics, University of Baghdad.
  8. Altamony, H. (2017). A theoretical perspective view on the relationship between the EFQM Excellence Model and innovation activities in the public sector in the United Arab Emirates. *International Journal of Business Management and Economic Research (IJBMER)*, Vol(8), No(2), 902-911.
  9. Carlos Bou, Llusar, J., Escrig, Tena, A. B., Roca, Puig, V., & Beltr, N, Mart, N, I. (2005). "To what extent do enablers explain results in the EFQM excellence model?" An empirical study. *International Journal of Quality & Reliability Management*, 22(4), 337-353
  10. Dizdar, Shaima Abdel Karim, (2023), "Performance evaluation according to the strategic plan standard of the European Excellence Model EFQM, a case study in the North Oil Company," *Journal of Petroleum Research and Studies*, Volume (13), Issue (40).
  11. Doeleman, H. J., ten Have, S., & Ahaus, C. T. B. (2014). "Empirical evidence on applying the European foundation for quality management excellence model": A literature review. *Total Quality Management & Business Excellence*, 25:5-6, 439-460.
  12. Escrig, A.B. and de Menezes, L.M. (2016), "What is the effect of size on the use of the EFQM excellence model?", *International Journal of Operations and Production Management*, Vol. 36No. 12, pp. 1800-1820.
  13. Hides, M. T., Davies, J., & Jackson, S. (2004). "Implementation of EFQM excellence model self-assessment in the UK higher education sector – lessons learned from other sectors," *The TQM magazine*, 16(3), 194-201.
  14. <https://efqm.org>.
  15. José Tarí, J., & Molina, Azorín, J. F. (2010). "Integration of quality management and environmental management systems: Similarities and the role of the EFQM model." *The TQM Journal*, 22(6), 687-701.
  16. Martusewicz, Joanna, Karol Szewczyk, and Arkadiusz Wierzbic. (2022). "The Environmental Protection and Effective Energy Consumption in the Light of the EFQM Model 2020-Case Study" *Energies* 15, no. 19: 7260 .
  17. Martuswicz, J., Szewczyk, K., & Wierzbic, A. (2020). *The EFQM Radar-Based Assessment of Industry 4.0 Solutions-The Plan of Research. Education Excellence and Innovation Management: A*, 2025, 18547-18554.
  18. Mohaghar, Ali, Safari, Hossein, & Abadi, Faghih Moein Najaf, (2021). "Designing Organizational Excellence Methodology for Iran's Oil Industry," *Industrial Management Journal*, Vol. 13, No.3, pp. 370-390.
  19. Mohieddin, Shaima Abdel Karim, and Mohaimed, Kifah Abbas, (2023), "Diagnosing the reality of the strategic planner's skills in the North Oil Company according to the Pareto model: a case study," *Tikrit Journal of Administrative and Economic Sciences*, Volume (19), No. 63, Part (1): 277-293.



20. Mohieddin, Shaima Abdul Karim, (2018), "Strategic analysis of the reasons for the delay in the North Oil Company's investment plan projects and according to the SWOT matrix/case study), Higher Diploma Research in Strategic Planning, College of Administration and Economics, University of Baghdad.
21. Mutlaq, (2022), "Developing institutional performance at Shaqra University in light of the standards of the European Model (EFQM) for Excellence Management," Journal of Educational Sciences, Volume (8), Issue (1).
22. Nabitiz, U., Klazinga, N., & Walburg, J. A. N. (2020). "The EFQM excellence model: European and Dutch experiences with the EFQM approach in health care". International journal for quality in health care, 12(3), 191-202.
23. Rusjan, B. (2005). "Usefulness of the EFQM excellence model: Theoretical explanation of some conceptual and methodological issues", Total Quality Management & Business Excellence, 16(3), 363-380.
24. Wang, B. L. (2023). "The Frontier of Healthcare Excellent Quality Management Model".
25. Wongrassamee, S., Simmons, J. E., & Gardiner, P. D. (2003). "Performance measurement tools: the Balanced Scorecard and the EFQM Excellence Model. Measuring business excellence", 7(1), 14-29.