

Ranking of Effective Factors on Lack of Proper Consultation of Employee's Criteria Results in Model EFQM by AHP Method (Search Case: Iran Khodro Diesel Company)

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ABSTRACT

Introduction: human resources play a very important role in succeed or failure of a company. Regarding to this point that Iranian organizations are usually weak in their results field, weakness in conclusion of criteria of model EFQM (Employee's criteria and results) using AHP method (analytical hierarchy process) will be discussed here.

Method: the present study is an application research. Method of doing this study was carried out by six main steps: in the first step, a questionnaire was distributed in a two- time sections, initial and final, among experts. In the second step, a graphic display of the subject is in form of hierarchy in which purpose, criteria and sub criteria are shown. In the third set, the obtained data from the experts converted to pair matrix.

In the fourth step, incompatibility is calculated. In the fifth step, relative weight of criteria and sub criteria will be measured and in the last step, final weight of criteria and sub criteria will be measured.

Findings: sub criteria of human resources which most affect the lack of proper conclusion for employees' criteria of results in model EFQM are as follow:

Weakness in beliefs and support by superior management systems and performance management, lack of proper assignment, decrease in attention and applying good knowledge management. Low consideration to motivational systems proportioned to employee's groups.

The most effective sub criteria of employee's results are:

Weakness in measurement of motivational indices, lack of sufficient attempts to absorb trust of employees toward the organization (social capital).

Results- employee's criteria more influences the lack of proper conclusion of employees results in model EFQM rather than Employee's results criterion.

KEY WORDS: AHP (Analytical Hierarchy Process), EFQM, employees results criteria, employees criterion.

INTRODUCTION

EFQM was introduced to reach total Quality Management by European Foundation for quality which is used to self evaluate and unified improve in all aspects in an organization. EFQM excellence model is an application tool to aid organizations for their success in global markets.

Competitiveness model is a non-prescribed model contained 9 criteria. These criteria are heart and core of the model and considered as the basis of evaluation in an organization.

Schematic model of EFQM version 2010 is shown in figure 1-1.

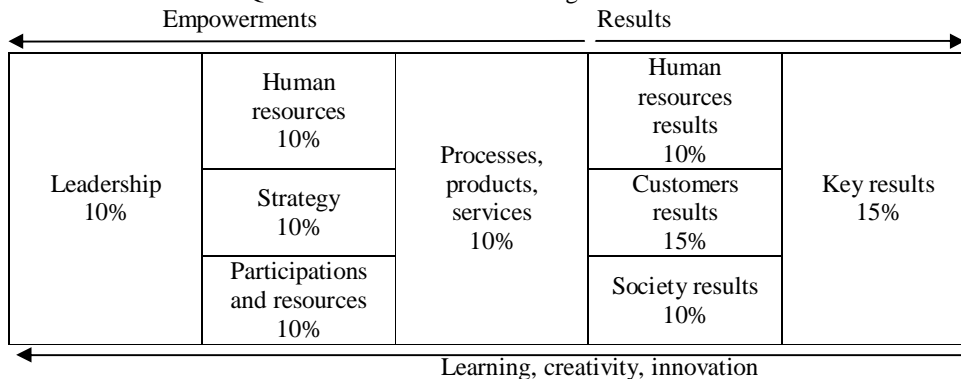


Figure 1-1: schematic model EFQM version 2010

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Fundamental concepts show purposes that a competitiveness organization should achieve them. Purposes and aims are usually ambitious. Thus, if organizations want to know how to work and act practically to achieve the aims, they need criteria which their performance in an organization will cause reaching the aims. EFQM model contains 9 main criteria (of which the first five ones are named empowerments; leadership- human resources- strategy-participations, resource-processes, products and services) and the remain four ones are named results (human resources results- customers' results-society results and key results). 50% of the weights are relates to the excellence model EFQM, but in Iranian organizations, it is tried to get weights relating to empowerment section in order to quality reward and most Iranian companies have problems in reaching ideal weights relating to the results criteria.

In the past researches, EFQM model has been studied based on fundamental concepts of organizational excellence model using AHP method. But no research has been done in the field of lack of proper conclusion of employee's criteria and employees results in model EFQM. In this paper, effective factors on lack of proper conclusion for employees result criteria have been studied. To do so, first using employees criteria and employees result criteria in model EFQM, criteria and sub criteria of the research model have been determined, then using AHP method and experts opinions, importance and ranking rates of criteria and sub-criteria in Iran Khodro Diesel Company will be specified.

RESEARCH LITERATURE

In 1988, in Brussels, Coaland steel community EFQM signed by 14 founding fathers (companies Bush, Renault, Fiat, Boul, BT, Elecolux, KLM, Nesstele, Oliotti, Philips, Soulers, Folks Wagen, Razalt an Ciba) , members of European future commission and strategy mission of an organization was approved. In 1989, in Montreux its structure was formally founded. The first EFQM model awards were presented in 1992. Since the planning of the model, many literatures and researches have been reported to complete the model. For instance, in 1999 EFQM describes Radar Rationa, recognized as the heart of excellence model. In 2000, EFQM considered installation and review and evaluation aspects in Radar Rationa. In 2003, a new version of the model provided which had significant changes in comparison with the previous model in sub criteria and guide notes. Also, in 2010 the newest version of the model provided which had some changes in criteria, sub criteria and guide notes.

In fact, EFQM is an excellence organizational model which will tell the organization through appropriate tools, where it is located in the path of organizational excellence, then determines distance between current and ideal conditions and finally creates required sensitivities to provide appropriate resolutions.

From 2002, Iran ministry of industries and mines (organization of development and reconstruction of Iran industries), determined European Foundation Award (EFQM) for quality management by means of new experts, as the superiority pattern base for Iran industries. Although some directions of organizations have not acquainted with the features and characteristics of the model, positive initial works have been accomplished to develop the use culture of EFQM. In Europe, European Quality Award (EQA) has changed the name as EFQM excellence Award or EEA (EFQM Excellence Award). What had happened was to provide version 2010 of EFQM excellence model by European quality management foundation. Taking a look at the provided reports and papers related to the organizational excellence model shows that even getting valuable awards such as Deming, Baldrige and EFQM can't guarantee survival of the organization. Among organizations bankrupted are some organizations which have met requirements to get the Quality Award, acceptably. In intense competition market of today world, result-orientation is of the main factors of competition or even survival in the market. Hung-Yi Wu has studied Balanced score cards of model EFQM with applying AHP method to determine efficiency way of banking companies. Saizarbitoria has provided resolutions in the field of quality improvement of products and services based on Delphi method, by studying effectiveness of known European quality management models (EFQM and ISO 9000) in recent years on the results of organizations.

Ehrlich has studied effective factors on lack of appropriate conclusion of employees result criterion in model EFQM and ranking of these factors by AHP method, through limitation of EFQM model to one of the criteria of the model and its examination, only in human resource view by AHP method and studying background of studies in this field. By studying effectiveness rate of employee's criteria on employee's results criteria, it was shown that organizations are weak in leading way of criteria scales of the employees to improve employee's motivation. AHP method was introduced by Tomas Saaty in 1970's. This method analyzes the problems as well as human brain. This technique has been founded on the basis of paired comparisons and gives possibility of studying different scenarios, to the managers. AHP has been largely considered by managers and users because of its simple and comprehensive nature. AHP or analytical Hierarchy process converts big and complicated problems into a simple form by analyzing them, and resolves them.

This paper studies lack of proper conclusion of human resources criteria results of model EFQM and no research has been done in this field before.

Research questions

Questions studied in this paper are:

- 1- What are effective factors on lack of proper conclusion of human resources in model EFQM?
- 2- How much is the effectiveness rate of each factor on lack of proper conclusion for human resource results in model EFQM?

2-RESEARCH METHOD

Regarding to this fact that studying criteria of employees and employee’s results of model EFQM includes four levels, that on its first level the main problem is located and on the second, third and forth levels, the research purpose criteria are located.

The research has a hierarchical structure. The other important note is that comparative criteria and sub criteria are qualitative and inaccurate and the experts have to use their mental judges in their evaluation process and on the other hand, expert’s opinions should become integrated. Consequently, in this study, AHP method has been used to decrease problems and answer the requirements mentioned, in order to evaluate criteria. In order to do the project, following stages were carried out:

Weakness in belief and superior management support from EFQM / competitiveness model	Weakness of planning and management of human resource improvement	Weakness of employees criteria	Conclusion of employee results of the EFQM model
Weakness of human resource position in business strategy			
Lack of appropriate approach to select And employ people related to the required competences			
Weakness in alignment of benefits and individual and organization purposes			
Weakness of common mechanisms of employees to determine the strategy			
Weakness in employees knowledge alignment and organizational needs	Weakness of identification of knowledge and competence in employees and its development and maintenance		
Weakness in training courses and employees development			
Weakness in teamwork in a systematic form			
Weakness in evaluation and performance management systems			
Lack of proper assignment	Weakness in partnership and empowerment of employees in organization problems		
Problem in training course of managers relating to organization needs			
Lack of attention to and application of proper knowledge management	Weakness in mutual talking between organization and employees		
Lack of proper and continuous learning from superior organizations (Benchmark)			
Lack of mutual interaction between companies and people under supporting of employees			
Lack of good acknowledgement relating to the organizational needs	Weakness of encouragement acknowledgement and attention to the employees		
Lack of attention to cultural difference of employees			
Lack of attention to motivational systems relating to desirability’s of employees groups			
Weakness in measuring motivational criteria	Weakness in motivational criteria	Weakness of employees results criterion	
Weakness in measuring satisfaction criteria			
Lack of sufficient attempts to absorb trust of employees toward the organization	Weakness in functional criteria		
Weakness in proper feedback of employees results			
Lack of proper effects of employees results on the organizational performance improvement			

Figure 1: Hierarchy process relating to lack of proper conclusion for employees results model EFQM

First step: Experts selection

According to the viewpoint of experts and responsible of Ian Khodro Diesel Company, a questionnaire was distributed among experts within two initial and final time sections. The initial questionnaire with the offer of experts

is to study and omit a number of hierarchical second level sub criteria and was planned without studying criteria and sub criteria of model EFQM. The final proper conclusion for employees result criterion in model EFQM (case study Iran Khodro Diesel) regarding to the obtained weights by the experts suggestions of the Company.

Experts of Iran Khodro Diesel Company had organization posts such as director manager, superior experts. Selected experts and their number is 25 people. Experts of national institute of utilization relate to those employees of the organization who work in EFQM part of it and their number is 10 people. In the second step of distribution of the questionnaire, only the expert of Iran Khodro Diesel company were referred as the case study in this company was followed.

Experts of different parts of Iran Khodro Diesel Company are as follow:

a) quality department including: general department of systems, quality guarantee, b) responsible of development and planning department (director of excellence organization and the experts, c) human resources department including: general department of training, human force planning, staff department, general department of security (Pedar), general department of administrative services and strategic studies office.

Second step: hierarchical creation

The first step in AHP is to create a graphic display of problem in which the aims, criteria and options are shown. Figure.1 above shows hierarchical way of effective factors in lack of proper conclusion for employee's criteria in model EFQM. First level of hierarchy shows the aim and in the subsequent levels, criteria and sub criteria are specified.

In this study, expert choice software used to measure relative weights of main and sub criteria. The other point to note is how to combine expert suggestions. Since Azel and Saaty have shown that geometric average is the best method to combine judgments in group AHP, to combine opinions of the expert, this method used aiding certain numbers. In geometric average method, each line elements are measured and the obtained vector is normalized, consequently the weight vector will be obtained. To determine criteria and sub criteria weights of AHP, the following steps will be accomplished:

Third step: formation of pair comparative matrix and combination of expert's opinions

Obtained information from expert opinions (by the questionnaire) converts into the pair comparative matrix. Opinions of 16 experts are combined by geometric average method, and then by measuring compatibility rate and doing modified works, this matrix is used to enter the information into the expert choice software. A sample of comparative pair matrix, sub criteria 3d (weakness of mutual talking between employees and organization) is shown in table 1.

Criteria	Knowledge management	Benchmarking	Mutual interaction
Knowledge management	1	0/2	3
Benchmarking	5	1	3
Mutual interaction	0/33	0/33	1

Table 1: Comparison of sub criteria 3d matrix

Forth step: measuring incompatibility rate

A matrix might be compatible or incompatible. Measurement of incompatibility rate is very important. Saaty provides 0.1 as the acceptable limit and believes that if incompatibility rate is more than 0.1 it is better to review the judgments and opinions. Measurement of incompatibility rate was done by expert choice software and regarding to priorities of the software, referring to the expert ideas, one of the values is modified and then weights will be measured for an example of expert choice software calculations, incompatibility rate measurement of sub criteria 3a (weakness in planning and management and improvement of human resources) which equals to 0.05, has been shown in table 2.

	managemel	position	selection	the same m	partnership
management suport		2.489	(1.051)	1.275	1.03
position			1.054	(1.017)	(1.7)
selection				(1.184)	1.779
the same mind goals					1.773
partnerships	Incon: 0.05				

Table 2: Comparison of relative importance of sub criteria 3a factors regarding to the employees criteria.

Fifth step: measurement of relative weight

After assurance of incompatibly in comparative pair matrices, relative weight is calculated by expert choice software. Relative weights of criteria and sub criteria measured by certain AHP method are shown in table 3.

Criteria and sub criteria	Relative weight	Incompatibility Rate
3 Weakness of employees criterion	0/666	0
7 Weakness of employees results criterion	0/334	
3a Weakness of planning and management of Human resource improvement	0/11	
3b Weakness of identification of knowledge and competence in employees and its development and maintenance	0/172	
3c Weakness in partnership and empowerment of employees in organization problems	0/345	4
3d Weakness in mutual talking between organization and employees	0/227	
3e Weakness of encouragement acknowledgement and attention to the employees	0/145	
7a Weakness in functional criteria	0/532	0
7b Weakness in motivational criteria	0/468	

Table3: Relative weight of criteria and sub criteria

Relative weights of measured options (second level of sub criteria) by AHP method are shown in table 4.

Criteria and sub criteria	Relative weight	Incompatibility Rate
3a-1 Weakness in belief and superior management support from EFQM / competitiveness model	0/246	
3a-2 Weakness of human resource position in business strategy	0/151	
3a-3 Lack of appropriate approach to select and employ people related to the required competences	0/213	5
3a-4 Weakness in alignment of benefits and individual and organization purposes	0/216	
3a-5 Weakness of common mechanisms of employees to determine the state	0/175	
3b-1 Weakness in employee's knowledge alignment and organizational needs	0/168	
3b-2 Weakness in training courses and employees development	0/198	2
3b-3 Weakness in team work in a systematic form	0/316	
3b-4 Weakness in evaluation and performance management systems	0/318	
3c-1 Lack of proper assignment	0/573	0
3c-2 Problem in training course of managers relating to organization needs	0/427	
3d-1 Lack of attention to and application of proper knowledge management	0/364	
3d-2 Lack of proper and continuous learning from superior organizations under supporting of employee	0/366	0/006
3d-3 Lack of good acknowledgement relating to the organizational needs	0/267	
3e-1 Lack of good acknowledgement relating to the organizational needs	0/228	
3e-2 Lack of attention to cultural difference of employees	0/327	4
3e-3 Lack of proper effects of employees results on the organizational performance improvement	0/446	
7a-1 Weakness in measuring motivational criteria	0/335	0
7a-2 Weakness in measuring satisfaction criteria	0/268	
7a,b-1 Lack of sufficient attempts to absorb trust of employees toward the organization	0/188	4
7a,b-2 Weakness in proper feedback of employees results	0/127	
7a,b-3 Lack of attention to motivational systems relating to desirability's of employees groups	0/082	

Table 4: Relative weight of criteria and sub criteria

Sixth step: final weight measurement

In this step, each criterion is multiplied by its sub criteria and the result is also multiplied in the option and the options related to two sub criteria, separately are multiplied by their relate sub criteria and the two products obtained are summed together. The final weight of criteria and sub criteria of certain AHP method are shown in table 5.

Criteria and sub criteria	Relative weight
3 Weakness of employees criterion	0/666
7 Weakness of employees results criterion	0/334
3a Weakness of planning and management of Human resource improvement	0/073
3b Weakness of identification of knowledge and competence in employees and its development and maintenance	0/114
3c Weakness in partnership and empowerment of employees in organization problems	0/229
3d Weakness in mutual talking between organization and employees	0/151
3e Weakness of encouragement acknowledgement and attention to the employees	0/096
7a Weakness in functional criteria	0/178
7b Weakness in motivational criteria	0/156

Table 5: Final weight of criteria and sub criteria

Final weight of options (second level of sub criteria) in certain AHP method is shown in table 6.

Criteria and sub criteria	Relative weight
3a-1 Weakness in belief and superior management support from EFQM / competitiveness model	0/017
3a-2 Weakness of human resource position in business strategy	0/011
3a-3 Lack of appropriate approach to select and employ people related to the required competences	0/015
3a-4 Weakness in alignment of benefits and individual and organization purposes	0/016
3a-5 Weakness of common mechanisms of employees to determine the state	0/012
3b-1 Weakness in employee's knowledge alignment and organizational needs	0/019
3b-2 Weakness in training courses and employees development	0/022
3b-3 Weakness in teamwork in a systematic form	0/036
3b-4 Weakness in evaluation and performance management systems	0/0362
3c-1 Lack of proper assignment	0/131
3c-2 Problem in training course of managers relating to organization needs	0/097
3d-1 Lack of attention to and application of proper knowledge management	0/0554
3d-2 Lack of proper and continuous learning from superior organizations under supporting of employee	0/0553
3d-3 Lack of good acknowledgement relating to the organizational needs	0/04
3e-1 Lack of good acknowledgement relating to the organizational needs	0/021
3e-2 Lack of attention to cultural difference of employees	0/031
3e-3 Lack of proper effects of employees results on the organizational performance improvement	0/042
7a-1 Weakness in measuring motivational criteria	0/059
7a-2 Weakness in measuring satisfaction criteria	0/047
7a,b-1 Lack of sufficient attempts to absorb trust of employees toward the organization	0/062
7a,b-2 Weakness in proper feedback of employees results	0/042
7a,b-3 Lack of attention to motivational systems relating to desirability's of employees groups	0/027

Table 6: Final weight of criteria and sub criteria

RESULTS AND DISCUSSION

Regarding to the opinion of experts, sub criteria 3a guidelines are shown in the following table 7.

Resolutions	Options	Sub criteria
Meritocracy based on competence model	Weakness in belief and superior management support from EFQM / competitiveness model	Weakness of planning and management of human resource improvement
Performance management system and evaluation of managers performance		
Development of connecting channels	Weakness of common mechanisms of employees to determine the strategy	
Establishment of partnership systems		
Effective absorbance system	Lack of appropriate approach to select And employ people related to the required competences	
Supply management and demand of human forces		
Enhancement of connecting channels	Weakness in alignment of benefits and individual and organization purposes	
Organizational culture		
Special attention to human resources management	Weakness of human resource position in business strategy	

Table 7: Resolutions of 3a sub criteria

Weakness of beliefs and lack of superior management support from model EFQM / competitiveness models

One of the suggested methods to remove this weakness is meritocracy system based on competence model. Meritocracy leads to resolve problems such as lack of belief and support of superior management from EFQM model, by selection of managers (mental, physical and... competences) on the basis of organizational requirements. Because of continuous changes and non stabilization in management posts of organizations, efficiency approaches of the managers is short time and is consequently in contrast to strategic approach such as EFQM mode. Therefore, one of the important factors in positive performance of managers and their all aspects support from a model like EFQM are to have stabilization in managers. Approach of performance and performance evaluation of managers which considers internal and external control of managers, necessarily doesn't lead to an appropriate belief among them. But can cause commitment of the managers to do their duties toward subjects such as support from EFQM model.

Weakness in mechanisms of employee's participation to determine strategies

By establishment of suggestion system and removing in appropriate connection channels, weakness in mechanisms of employee's participation to determine the strategy can be also removed.

Lack of appropriate approaches to select and employ competent persons with required competencies

Effective absorbance system is vital to absorb required employees of the organization. Of the factors can be considered in effective absorbance system is the method of determining human force number and estimation of human force and imaginative guide lines considering resources to provide human force and etc....

Weakness in alignment of benefits and individual or organizational purposes

Clarifying the purposes, benefits and etc.... Of the organization is very important for the employees. Strengthening of connection channels (especially in downward direction) which improves relationship between superior manager and other employees should be considered. Also, by changing mental model of individuals toward inappropriate and unfair multiplexing of benefits, weakness in alignment of benefits and personal and organizational purposes can be removed easily.

Non significant situation of human resources subject in business strategy

In order to find a specific and good situation for human resources in business strategy, some important and essential steps should be done such as managers train, selection of competent managers, development of human resource management in business strategy, attempts of founders and specialists in human resources in the field of improvement of human resource in business strategy.

Research and studies in the field of human resource management will cause perception of increasingly importance of human resources management situation among today organizations.

Guidelines relating to 3d sub criteria are shown in table 8.

Resolutions	Options	Sub criterion
Culture of teamwork	Weakness in employees knowledge alignment and organizational needs	Weakness of identification of knowledge and competence in employees and its development and maintenance
Establishment of efficiency evaluation		
Planning and development of empowerment of human factors	Weakness in teamwork in a systematic form	
Step by step execution of training process		
Proportion between job and employee	Weakness in evaluation and performance management systems	
Establishment of knowledge management		
Review of selection process according to the needs		
Selection and improvement of people according to the needs		
Re-planning of training and course programs		

Table 8: Resolutions of 3b criteria

Weakness in systematical teamwork

In order to remove weakness in systematical teamwork, culture of teamwork should be considered. To achieve this aim, task oriented can be changed in to process oriented operation. Also, project-oriented (which leads to a more exact scientific possibility, budget, factors of a plan, time and...) in an organization can lead to practice a useful teamwork among the employees of an organization. Formation of committee structures such as model EFQM is also

effective in improvement of weakness in systematical teamwork. For example in an improved organizational culture, to establish a proper training unit, a coherent committee including guard, supervisor and ... seems necessary.

Weakness in evaluation systems and performance management

Without an optimum performance evaluation system, people don't know what management wants them. Establishment of performance evaluation system can result in clarifying indices, expectations, standards, contentment of employees and a development-oriented approach. And surveying the problems of performance evaluation can be effective on positive and negative feedbacks of performance.

Weakness in training plans and employees development

Step by step execution of training process stages, with surveying the stages of training process and also execution of improvement initiations can be useful to remove current problems in the field of knowledge recognition and employee's competence and its development and maintenance. Different stages of training process are suggested as follow:

Recognition of training needs- determination of training aims- selection of training method-planning to hold training courses- evaluation of training course.

Planning and execution of empowerment of human forces (such as opportunity to continue education, scientific conference) can also improve current problems in the field of knowledge recognition and employees competence and its development and maintenance. Among sub criteria of employee's criteria, guidelines about sub criteria 3c is studied in table 9.

Resolutions	Options	Sub criteria
Development of leadership style (infrastructures)	Lack of proper assignment	Weakness in partnership and empowerment of employees in organization problems
Managers training (codifying managers programs)		
Planning of managers training	Problem in training course of managers relating to organization needs	
Meritocracy in selection and appointment of managers		
Less movement of managers		

Table 9: Resolutions of 3c criteria

In table 10, sub criteria 3d (weakness in mutual talking between employees and the organization) is studied to provide guidelines:

Resolutions	Options	Sub criteria
Codifying and application of knowledge strategies/Superior organizations	Lack of attention to and application of proper knowledge management	Weakness in mutual talking between organization and employees
Holding and applying knowledge management course		
Application of learner organization approaches.	Lack of proper and continues learning from superior organizations (Benchmark)	
Up to date researches about superior organizations on mutual talking		
Planning of sessions with people under supporting		
Development of relationship channels	Lack of mutual interaction between companies and people under supporting of employees	
Clarifying of relations of work and workers		

Table 10: Resolutions of 3d criteria

Decrease in consideration and appropriate use of knowledge management

Recognition of knowledge focus which is the people of the organization and creation of a good relation with their hidden knowledge can be useful to improve the decrease in consideration and proper application of knowledge management.

Decrease in mutual interaction of companies with the staff and people under sponsorship

In this term, committee of working relations (from ministry of work) is related to the lawful relation between workers and employer (hiring, complains) and its origin is rule of work. Clarifying the working relations and employees and development of connection channels and planning for various meetings with the people under sponsorship can result in improving the decrease in consideration and proper application of knowledge management. Guidelines related to sub criteria 3e is shown in table 11.

Resolutions	Options	Sub criteria
Performing system of fair service compensation/effective	Lack of attention to motivational systems relating to desirability's of employees groups	Weakness of encouragement acknowledgement and attention to the employees
Performing project to improve organizational culture		
Cultural development programs	Lack of attention to cultural difference of employees	
System of acknowledgment of the superiors		
Definition of encouragement relating to the organization structure		
	Lack of attention to motivational systems relating to desirability's of employees groups	

Table 11: Resolutions of 3e criteria

Lack of attention to the motivation systems proportioned to the desirability of employees groups.

To perform the justice effectiveness service compensation system, some cases such as justice-oriented, special groups desirability, competence, variation in payments (educational scholarship) and etc should be considered. For example, attention to the base of bonus such as: membership rank in the organization, participation rate in the organization, way of performance, seniority years right, skills, difficulties of the work, judgment and decision (the

more doing the work needs to make decision or innovation, the more organization payments should be paid) can also improve the lack of attention to motivation systems related to the desirability's of employees groups.

Lack of attention to cultural differences in employees

Performing improvement projects of organizational culture such as language, sexuality, job level, education level, religious beliefs, kinds of production saloons and etc..., can be effective in improvement to remove the lack of attention to the cultural differences of employees. For example, sexuality can affect the patterns of human resources management in which sexuality, female or male, affect the management method of human resources, in such way that most of male managers tend to control-oriented management method and most of female managers tend to commitment –oriented management methods. As an another example, bus production hall of Iran Khodro Diesel Company includes the staff of Iran Khodro and truck production hall includes the staff of Iran Khodro Diesel,too. Programs of organizational cultural development can improve the problem of the lack of attention to cultural differences in employees, interfering in language, sexuality, job level, educational level, religious beliefs, and kinds of production halls and so on.

Lack of acknowledgement programs proportioned to the organization needs

An acknowledgement system to appreciate the bests is performing in Iran Khodro Diesel Company which contains mechanisms of recognition, evaluation, support, leading (invention register and etc ...). For example, studying and scientific performing of an effective bonus system can remove lack of acknowledgement, encouragement and attention to employees regarding to the organization needs. Properties of an effective bonus system can be stated as: importance of bonus, flexibility of bonus, abundance (frequencies), evidence, fair distribution and appropriate costs.

Guidelines of sub criterion 7a (weakness in motivational indices) are shown in table 12.

Resolutions	Options	Sub criteria
Definition of obvious indexes from employees perception	Weakness in measuring motivational criteria Weakness in measuring satisfaction criteria	Weakness in motivational criteria

Table 12: Resolutions of 7a criteria

Because of complication in nature of human impressionable perception to measure impressionable indices (satisfaction) and complication of impressionable indices (motivation) to measure motivational indices, there are some weak points and one of its guidelines can be definition of obvious indices of employees perception. First, some variables of satisfaction or motivation such as satisfaction with colleagues, direct supervisor, work environment, advantages (compensation of services), individual growth, the company services (lunch, transportation services,...), cultural programs, work security and etc... are defined. The main problem is to convert quantity to quality. For example, finding behavioral indices or permeation to the individuals to get correct and effective information are the problems to measure motivational indices. Table 13 shows the suggested guidelines about sub criterion variables 7 a,b.

Resolutions	Options	Sub criteria
Development of social capital	Lack of sufficient attempts to absorb trust of employees toward the organization	Weakness in functional criteria
Improvement of performance evaluation	Weakness in proper feedback of employees results	
Planning to provide managers presentation about feedback		
Atstrategy review	Lack of proper effects of employees results on the organizational performance improvement	
Individual and organization alignment in aims		

Table 13: Resolutions of 7a,b criterion

Lack of sufficient attempts to absorb trust of employees toward the organization (social capital)

Factors such as carefulness in appointment of managers and supervisors, organizational talking substrates, (on the basis of respect), clarification of information, justice-oriented method in payments which leads to the trust of individuals toward the organization, can create social capital. Important factors of social capital effects on organizational efficiency are: lower exchange costs, lower rate of personnel displacement, division of knowledge and innovation, risk deceivability and product quality improvement.

Weakness in appropriate feedback of employee's results

Performance evaluation system includes aspects such as expectations, evaluation and feedback which can be effective in improvement of feedback of employee's results by focusing the feedback on improvable and strong points aspects.

One of the reasons of weakness in proper feedback of staff results in organizations can be the focus on negative aspects of individual efficiencies and this issue decreases self confidence in employees and consequently their satisfaction, however for example, in schools of Germany first positive aspects and then negative ones are emphasized in the students. Researches show that human resources management in Finland has problems in employee's evaluation because of lack of required human resources and good and interactional internal relations upward and downward until 2006, although this country has advanced employ organizations and lack of required training course.

The main reason is that although the managers show feedback to their employees, because of lack of enough time of managers, problems meet in proper feedback of employee's results.

Lack of proper effect of employees results on improvement of organization performance

At present, in Iran Khodro Diesel Company, Kirkpatrick model which includes phase interaction, learning, behavior and organizational results, is performing.

To become interested in interaction phase by employees (because of good space, teacher, self enjoyment and etc...) will cause occurrence of the next phase (learning) and as follows, other phases occur, respectively. Thus need to further researches in the field of lack of proper effect of employees results on organization efficiency improvement is obvious. For example lack of rational relation between satisfaction and sale indices specifies that way of atmosphere of engineering unit has been such that workers couldn't have been able to have a positive effect on quality or television interview of the company assistant decreased the organization popularity in customers minds. Also, in terms of studying human resources challenges align with globalization, studying effective factors in this term is useful. The following factors can be noted as the main effective factors in the procedure to globalize human resource management:

Variation in professions which needs different skills and specialties with different trends in majors, in the current competitive conditions, but in the past educational majors were considered more; market competition and lack of skillful labor are the subjects more observed in industrial countries, so that very suitable conditions are provided to absorb specialist work forces from countries like Iran. Growth of part time forces, studying the racial differences, study of age differences, providing a balance between work and family aligned with the aims of individuals and the organization, for example, good behavior with them and will cause a good and suitable behavior with the customers and consequently increase in sale.

After ranking stage of criteria and sub criteria, some guidelines provided by experts to improve the current conditions in order to achieve more desirable results in the field of human resources and its main factors are; improvement in communications (11 guidelines), review in strategy(8 guidelines), management improvement(8 guidelines) , training improvement(7 guidelines) , improvement in selection and appointment processes(5 guidelines), improvement in encouragement, acknowledgement and attention to the employees(5 guidelines) , evaluation improvement(4 guidelines) , improvement in culture (4 guidelines).

4- Conclusion

In this study and in the first section, totals about EFQM was studied (which introduced for comprehensive quality management by European quality foundation and is used for self-evaluation and integrated improvement in all history relating to this study was explained. In the third section, performing stages of the study to perform this research was explained in such way that human resources criteria and human resources results of model EFQM were studied and then, by opinions of experts through AHP methods. This study led to a ranking of criteria and sub criteria and variables of the model resulted from EFQM in the field of lack of proper criteria conclusion for employee's results of the model. Using AHP method, it was specified that second level sub criteria which have the most effects on lack of proper conclusion of employee's results criterion of model EFQM, in the field of human resources are:

Weakness in beliefs and support of superior management from EFQM model/competitive models, weakness in evaluation and performance management systems, lack of proper assignment, decrease in attention to motivational systems related to the employees group desirability's, also the most effective second level sub criteria of employees results are: Weakness in measurement of impressionable indices and lack of sufficient attempts to absorb trust of staff toward the organization (social capital), respectively.

After ranking effective factors on lack of proper result for employees results criteria, guidelines were introduced by the experts to improve in the field of human resources results which are: improvement in management, improvement in training, improvement in selection and appointment process, improvement in encouragement, acknowledgement, and attention to employees, improvement in evaluations and improvement in culture.

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