

## **Model for Excellence in the Public Sector (Case Study of the Public Organization in Iran)**

**Naser Mirsepasi (Professor), Gholamreza Memarzadeh (Associate Professor),  
Reza Najafbeigi (Associate Professor), Mehdi Alizadeh (P.hD Student)**

Department of Public Management, Science and Research Branch, Islamic Azad University, Tehran, Iran

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### **ABSTRACT**

This Paper Seeks to Present an excellence model in the Iran public sector. In this paper, the authors to identify key Criteria, to study and to analyze the various models of excellence worldwide and to analysis the underlying factors discussed in the public sector. This study is based on literature review using the web site for excellence model and underlying factors in the public sector. The research method is based on a Content Analysis method. evidence was found to support that in Iran public organization in addition to the common Criteria of business excellence models in the world, The excellence criteria organization consist of three : electronic Criteria of service, citizen development, and Ethics principles and values, the Criteria is excellence. the research covers review and analysis criteria of excellence models worldwide and underlying factors in the public sector. the paper propose is an excellence model for Iran public organization. this paper makes a contribution to the present an excellence model for public organization. A Manager in organization can find its model and recommendations useful if planning a similar implementation.

**KEYWORDS:** excellence, excellence models, public sector, Content analysis.

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### **1- INTRODUCTION**

In the global economy, the quality is key to competition and then successful organizations are the only top-quality service. Key factor in quality of service and as a distinguishing factor and gain a competitive advantage over other organizations is considered (Verbeeten,2008). In addition to the environmental organizations that work to improve their performance, and they are constantly challenged. Thus, the performance compared with the models and patterns, and their efforts are focused on their customers. Therefore, many organizations are moving toward a comprehensive model. Comprehensive models are good tools because the organizations by which they can compare their performance and To determine the extent to which the improvement is located near or in the path of excellence (Kim & Kumar and Murphy,2010). Also in the public sector today faces many challenges such as rising dissatisfaction among clients of public services, increased public sector spending, raising customers' expectations, lack of accountability and poor quality government services, that making need to move models excellence in the public sector (Kaluvarachchi, 2010). This research seeks to answer the question of what criteria are composed of excellence model in the public sector. This paper employed a two-step process to identify the criteria of excellence model. In the first step use the content analysis approach for analyzing the basic criteria of excellence model and the underlying factors, and next the extraction of the hierarchical analysis method is used for scoring criteria. In Section 2, the theoretical literature survey definitions, models and approaches of organizational excellence, in Section 3, the research methodology and analysis methods excellence model and underlying factors of the country. In Section 4, the resulting criteria of excellence and factors underlying the model provided and the final research model is presented in Section5.

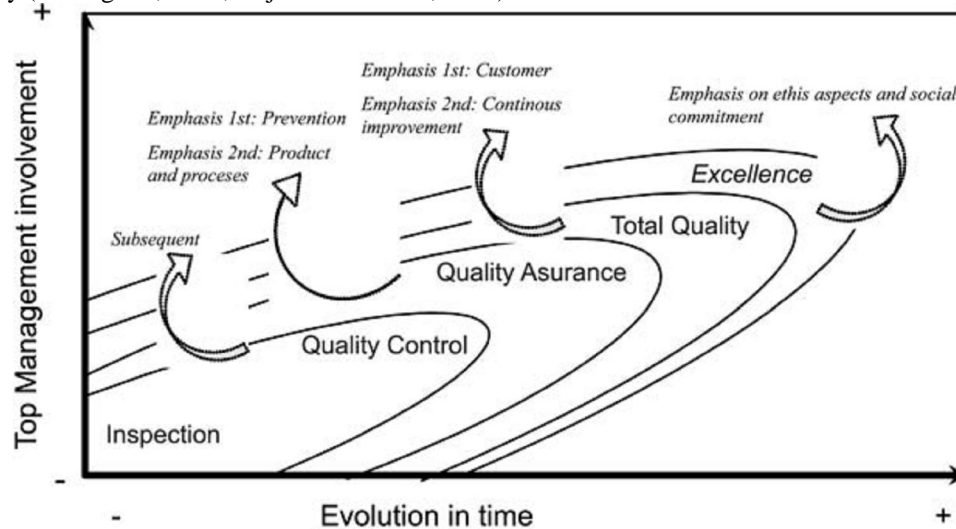
### **2- LITERATURE REVIEW**

This section briefly reviews the concepts of excellence, excellence models and approaches are addressed. According Foundation Europe quality, excellence is a series of highlight actions that can be done to manage the organization and realization of the results. The expression “excellence in management” has replaced the term “quality”. This is a consequence of the evolution of the different meanings of the term “quality” (inspection, control, quality assurance and total quality management; see Figure 1). Thus, quality is used to design the tools for managing excellence. (Martin-castilla & Rodriguez-ruiz, 2008). The emergence of the “excellence” or “total quality management” concept has been a decisive step. As a competitive strategy, it supposes the integration of several efforts to develop, maintain and improve quality. At the same time, products and services are offered for satisfying

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\***Corresponding Author:** Mehdi Alizadeh (P.hD Student), Department of Public Management, Science and Research Branch, Islamic Azad University, Tehran, Iran

the customer in the most economical form. Excellence is not a system but a change in philosophy, culture or strategy. The business excellent models offer method of an organization that it is excelled in the idea and practice than other organizations and it show in the competitive environment how must apply for growth, survive and superiority (Yaghoubi et al,2011). Organizational Excellent, the index activities in organization with using of organizational results, focus on customer, leadership and agreement, management basis on processes and facts and employees participation, continuous improvement and innovation, common profit among of stakeholders and social responsibility (Mirbagheri, 2002; Najmi & Hosseini, 2006).



Source: Martín-Castilla and Rodrigo (2003)

Figure 1. Evolution of the quality concept

One of the approaches in recent decades as a tool to achieve excellence in the business and have approach is to use models of excellence. These models as a means to improve performance and excellence have been recognized at the international level (Bassioni and et al ,2008). In the famous book *In Search of Excellence – Lessons from America’s Best-Run Companies*, Peters and Waterman (1982) gave many suggestions for the success criteria behind excellence. Later, many of the best run companies identified in their studies became unsuccessful. Thus, conventional management practices are not enough to ensure the long-term success of businesses. However, Peters and Waterman (1982) reminded the world that software criteria (systems, shared values, skills, staff and style) are often overlooked and more weighting is given to hardware criteria (strategy and structure). Research on excellence (Dahlgaard and Dahlgaard-Park, 2005; Hermel and Remis-Pujol, 2003) indicates that a higher weighting should be given to organizational culture or the software criteria of Peters and Waterman (1982).

Business excellence models take a structured approach to assess and compare the performance metrics of world-known. excellence models are really tool for excellent organizations. (Saunders and et al, 2008). for example, that the approach of the business excellence model in Europe use the following;

- as a tool for self-assessment
- a way to benchmark with other organizations
- A guide to identify areas of enhancement
- basic vocabulary and common thinking
- a structure for management (Kim and et al,2010).

### Models of business excellence

excellence model is composed of two parts: enablers and results. The enablers, enabling organizations to review and introduce measures such as leadership, personnel, and organizational resources ... Other dimension of enabling ,the results of the present study and organizational outcomes such results, customers, employees, community and ... Deals with the results of other dimensions (Al-Salhi, 2010). During the review Mohammad and Mann (mohammad and Mann, 2010) There are 96 models of business excellence in 82 countries, Studies have shown that the Basis of the design excellence models rooted in three model Malcolm Baldrige from USA, EFQM

From Europe and Deming Prize from Japan (Mavroidis and et al,2007). In the following tables, categories based on design models of business excellence models are presented:

Table 1. Principles of design excellence models (Mohammad and Mann, 2010)

Row	The basis design models	Number of model
1	EFQM Model	39
2	Baldrige	17
3	Deming	2
4	EFQM Model and Baldrige	4
5	Baldrige and Deming	4
6	EFQM Model , Baldrige and Deming	2
7	Unique	17
8	Australia Business model	1
9	not known	10
<b>Sum</b>		<b>96</b>

As can be seen in the table above are based on models of business excellence rooted in the world of business excellence model in Malcolm Baldrige, EFQM and Deming. The following table shows the analysis of criteria business models (those models that were available through the website) has been.

Table 2. criteria of excellence models

excellence model /criteria	leadership	strategic planning	people	supplier and partner	processes	knowledge and information management	customer satisfaction	result organization	employees satisfaction	society result	customer and market focus	other criteria
Deming Prize, Japan	√	√	√		√	√						√
Malcolm Baldrige National Quality Award (MBNQA), USA	√	√	√		√	√		√			√	
European Excellence Award (EFQM Model)	√	√	√	√	√		√	√	√	√		
Australian Business Excellence Award (ABEA)	√	√	√		√	√					√	√
Canada Award for Excellence (CAE)	√	√		√	√			√			√	
Japan Quality Award (JQA)	√	√	√		√	√		√		√	√	
Singapore Quality Award (SQA)	√	√	√		√	√	√	√				
Golden Peacock National Quality Award (GPNQA), India	√	√	√		√	√	√	√	√	√		
National Quality Award (NQA), Brazil	√	√	√		√	√	√	√		√		
Rajiv Gandhi National Quality Award (RGNQA)	√	√	√	√	√			√	√	√	√	
National Quality Award (NQA), UK	√	√	√	√	√		√	√	√	√		
National Productivity Award (NPA), Mongolia	√	√	√		√	√	√					
National Quality Award (NQA), Belarus	√		√	√	√		√	√	√			√
Prime Minister's Quality Award, Malaysia	√		√	√	√	√		√			√	√
Fiji Quality Award (NQA, Fiji)	√	√	√		√	√		√			√	
National Quality Award (NQA), France	√	√	√	√	√		√	√	√			√
Swedish Model for Performance Excellence (SIQMPE)	√	√	√		√	√	√	√				
Thailand Quality Award (TQA), Thailand	√	√	√		√	√		√			√	
National Quality Award (NQA), Hungary	√	√	√	√	√		√	√	√	√		
Indonesian Quality Award	√		√	√	√		√	√				√

FNCCI National Business Excellence Award		√	√		√	√	√	√	√			√
Philippines Quality Award (PQA)	√	√	√		√	√		√			√	
Sri Lanka National Quality Award	√	√	√		√	√		√			√	
Vietnam Quality Award	√	√	√		√	√		√			√	
Slovenian Business Excellence Prize	√	√	√	√	√		√	√	√	√		
CAF Model	√	√	√	√	√		√	√	√	√		
King Abdullah II Award for Excellence	√		√	√	√	√						
Kanjy model	√		√		√		√					√
South African Excellence Award	√	√	√		√	√	√	√	√	√	√	
Hong Kong Management Association Quality Award	√	√	√		√	√		√			√	
Qatar Quality Award	√	√	√		√	√		√			√	
Dubai Award for Excellence	√	√	√	√	√		√	√	√	√		
Scottish Award for Business Excellence	√	√	√	√	√		√	√	√	√		
Taiwan National Quality Award	√	√	√		√	√		√			√	
Polish Quality Award	√	√	√	√	√		√	√	√	√		
National Quality Award of Argentina (Premio Nacional a la Calidad)	√	√	√	√	√			√				
National Quality Award of Chile (Premio Nacional a la Calidad)	√	√	√		√	√		√		√	√	
National Quality Award of Mexico (Premio Nacional de Calidad)	√		√		√	√		√			√	
Russian National Quality Award	√	√	√	√	√	√	√	√	√	√	√	
New Zealand Business Excellence Award	√	√	√		√	√		√			√	
Frequency	41	34	40	17	41	25	21	36	15	15	18	

According to the above table it can be concluded that the main criteria forming the business excellence model include :

- leadership
- Strategic Planning
- Staff
- Suppliers and partners
- Customers
- Knowledge and Information Management
- Processes
- Social Responsibility
- Business Results

With regard to design excellence model of the underlying factors affect, For example, in Japan in the field of culture, On the principles of participation, accountability, teamwork and continuous improvement stressed, While in America focuses on the result-oriented and individual efforts.

This study was designed to investigate the factors underlying the important documents in the public sector as the public sector under the four major has been analyzed ;

- twenty years Vision for country
- The general policies of the public administration
- Law on Civil Service Administration
- public administrative reform program

At this stage, we try to approach the excellence model to examine these documents should be addressed, This case highlights the criteria and principles of this document is to identify and classify, After analyzing internal documents to highlight the measures are presented below :

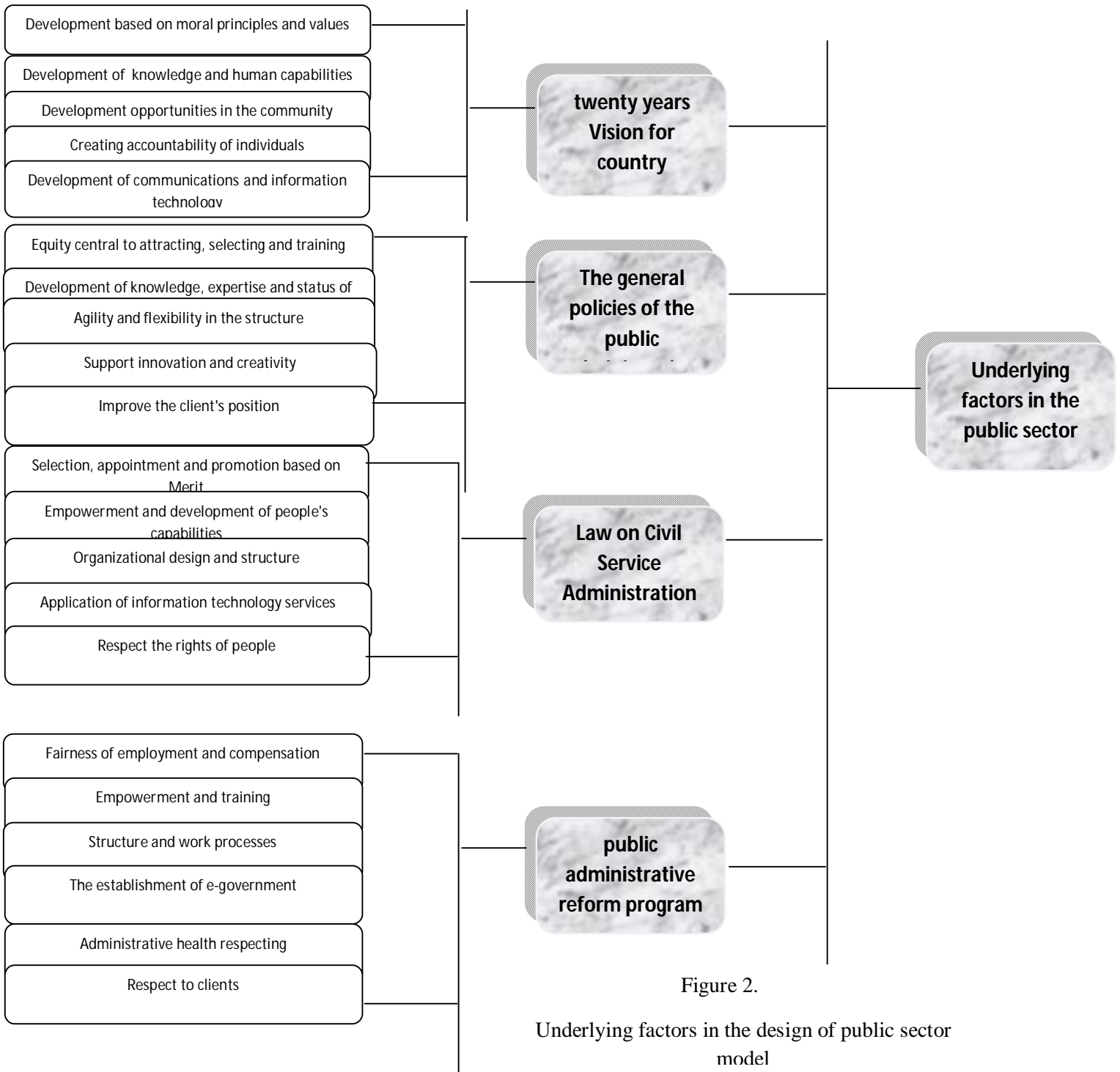


Figure 2.

Underlying factors in the design of public sector model

Based on the review and analysis of the presented conceptual model is presented as follows:

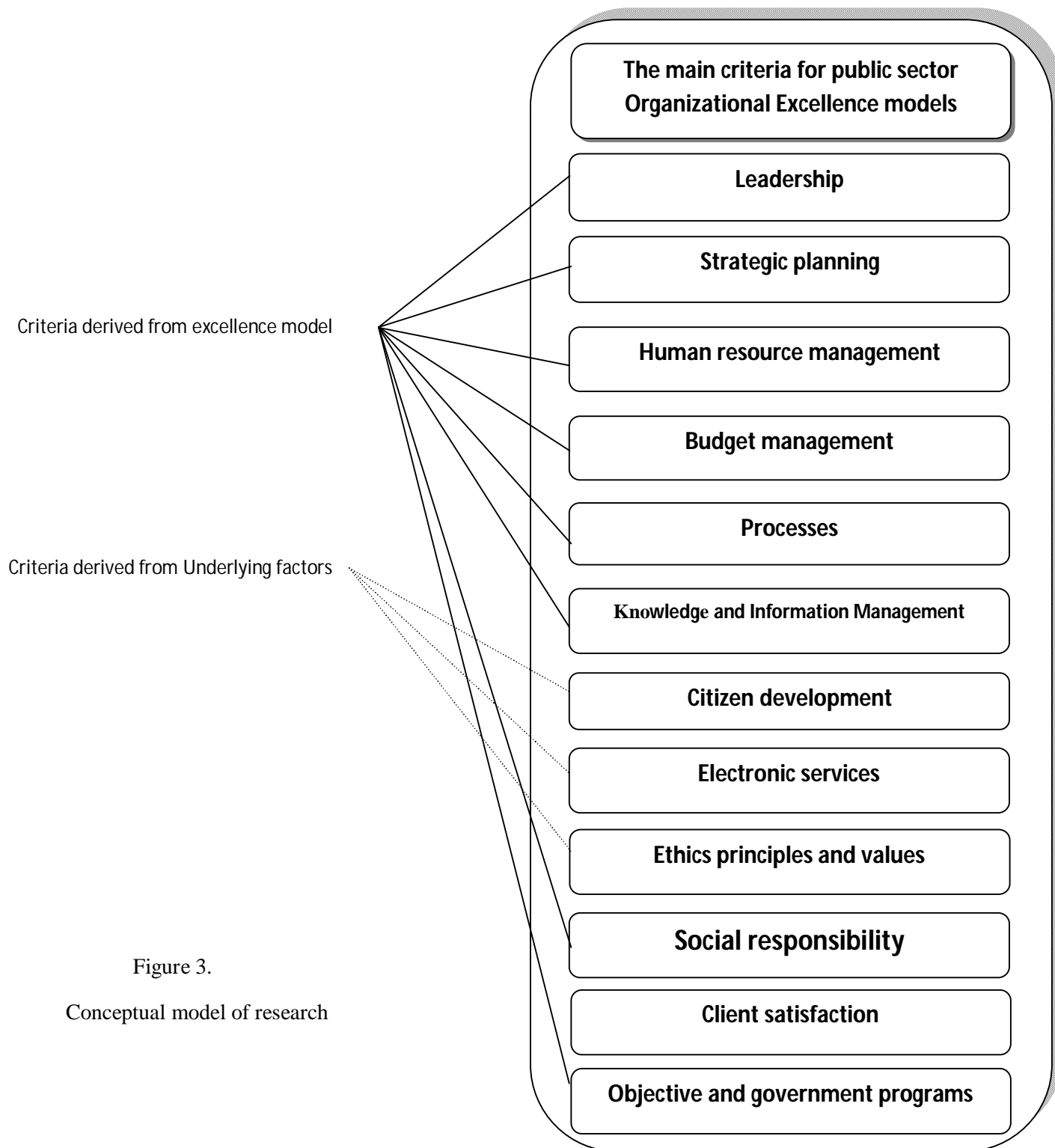


Figure 3.  
Conceptual model of research

### 3- METHODOLOGY

Choosing appropriate research methods in the study of the function of research question (Marvasti and Silverman, 2008). Given that the present study sought to explore and explain the meaning and theoretical models of organizational excellence and Because this phenomenon is caused by the interaction with the environment and people, It seems that nature is consistent with the qualitative approach and After a theoretical study, based on the

desired phenomenon, and interpretations of the participants will develop (Polit,2006). also, given that the researcher intends to design a model of excellence in the public sector The content analysis of qualitative research is to examine the model fit, Because content analysis approach for analyzing specific texts and models of excellence associated with the world is that (Prinnegar and Hamilton,2009). Identified the main criteria used for the analysis of hierarchical weighting of each criterion is determined. The data was collected through questionnaires and Field Methods. The survey was judgment sampling, According to the research subject, sample is selected from Manager of Public Sector. Validity, content validity of the questionnaires in this study based on the theoretical content of the questionnaire was designed And was confirmed by experts in a number of academic and organizational excellence model was introduced. Also, in this study, the Cronbach's alpha test was used to assess the reliability of data. According to Hinton (Hinton, 2004) If alpha is greater than 7/0, the result will be valid (Cramer and Bryman, 2001) was calculated based on the value of alpha obtained against the questionnaires / 82 respectively.

#### 4- RESULTS AND ANALYSIS

After extracting the main criteria for model (Business excellence model of the world and underlying factors ) The questionnaire asked participants Importance of each of the criteria based on Likert scale to determine. analysis Criteria model using exploratory factor analysis was conducted. Exploratory factor analysis method to detect and classify the main variables in the main factor research (Momeni and Ghayoumi,2011). the results of factor analysis on 12 variables excellence model (main criteria), the following three factors identified as major causes. These two factors, according to the literature review will be named as follows:

- Enterprise Resource Management
- Manage the relationship with citizens

Factor analysis shows that the variables of leadership, strategic planning, human resources management, budget management , electronic services, Process, knowledge and information management and objectives and government programs variables under the first factor, called enterprise resource management agent named and citizen development variables, Ethics principles and values, , client satisfaction and social responsibility and the second factor was labeled with the name of the citizen relationship management. The table below is the analysis of the main criteria for model :

Table 3. Rotated Component Matrix

	Component	
	1	2
Leadership	<u>.732</u>	-.239
Strategic planning	<u>.731</u>	.374
Processes	<u>.618</u>	.433
Human resource management	<u>.623</u>	.536
Budget management	<u>.751</u>	.238
Knowledge and information management	<u>.613</u>	.447
Citizen development	.140	<u>.650</u>
Ethics principles and value	.086	<u>.839</u>
Electronic service	<u>.791</u>	.246
Social responsibility	.390	<u>.630</u>
Client satisfaction	.531	<u>.534</u>
objective and government programs	<u>.680</u>	.398

The next step after identifying the primary criteria hierarchical analysis method of paired comparisons for each of the criteria were weighted.. The following table shows the calculation of the relative weight of each criterion and the rating criteria will be determined by multiplying the number by 500.

Table 4 . Rating enabler criteria

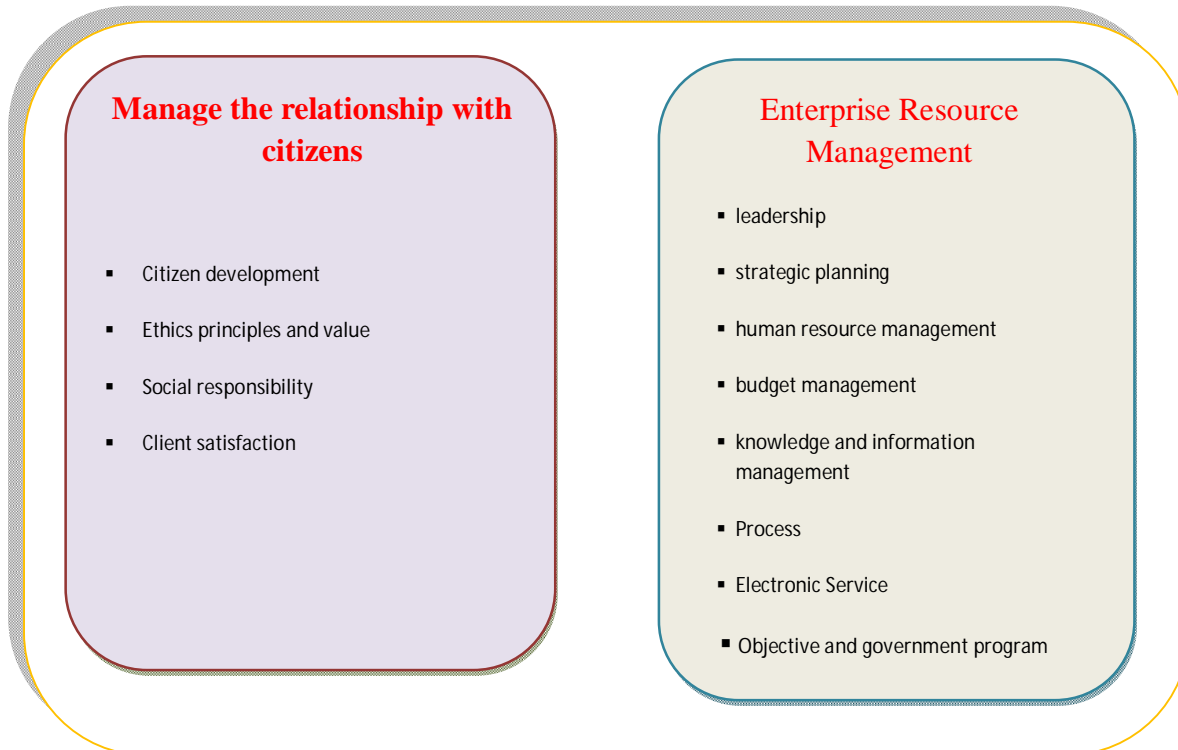
Enabler criteria	The relative weight	Rating Criteria
leadership	0.16667	100
Strategic planning	0.12500	75
processes	0.11667	70
Human resource management	0.11667	70
Budget management	0.10000	60
Knowledge and information management	0.12500	75
Citizen development	0.13333	80
Electronic service	0.11667	70
<b>Sum</b>	<b>1</b>	<b>600</b>

Table 5 . Rating result criteria

result criteria	The relative weight	Rating Criteria
Ethics principles and value	0.25	100
Social responsibility	0.225	90
Client satisfaction	0.225	90
Objective and government program	0.300	120
<b>sum</b>	<b>1</b>	<b>400</b>

**The final model research**

The results showed that there are three factor of excellence model has The following form :



The role of excellence models in quality and performance improvement organization does not need to prove, Because the results Deming Prize in Japan advances, Malcolm Baldrige Award to improve the U.S.A companies and



EFQM Model to improve the competitiveness and European companies are left. Also, learn, and expand the use of these models in other countries, Generally follow one of the above models, The most obvious indication of her undoubtedly the most dramatic impact and effectiveness of this model. But the idea is controversial Questions : The public sector's position of in the application of these models Where is? What actions has been in the way to Organizational Excellence?

In the this research we tried to look deeper questions to be answered. in the this research we tried to examine the different documentation relating to public sector Organizational Excellence initiatives and approaches to analyzing, Among these savings that twenty years Vision for country, The general policies of the public administration, Law on Civil Service Administration and public administrative reform program of study and will. Also tried to examine different models of Organizational Excellence in the world, a model of Organizational Excellence in public sector with a comprehensive and global approach to design.

The study will identify the model dimensions . The main dimensions of the model in two areas: Enterprise Resource Management and Manage the relationship with citizens were defined. Further research showed that public sector in addition to the common Criteria of business excellence models in the world (leadership, planning, human resource management, resource management, knowledge management processes, customer satisfaction, responsibility social and organizational outcomes), electronic service, citizen development and Ethics principles and values, the Criteria is excellence. The output of this study include the development of a model is a model of excellence in the public sector. Although the present model is based on the informed opinions of experts and the public sector expanded But it seems that the ability of plants to be implemented in the field. On this basis the following suggestions to test and apply the model to be :

- Evaluation of the importance of organizational excellence model, explaining the operational excellence model self-assessment system based on the proposed model, this study can be applied.
- Identify a professional organization and its introduction as an award for excellence in the public sector is essential.
- Provide education and training on Excellence Model assessor of the appropriate specialist teams of state employees is vital
- administrative requirements of the designed model to study the feasibility of implementation in the public sector should be

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