

Human Resources Field Performance Evaluation in the Medical Center of Hasheminejad Based on the EFQM Excellence Model and Presenting Appropriate Solutions

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ABSTRACT

Achieving organizational goals depend on the ability of its human resources; so improving the performance of staffs are undeniable need for organizations and for achieving this goal, performance evaluation is an appropriate tool. Vital health services, limited resources and the importance of quality in service, have doubled the need to monitor the performance of this sector and among different models of evaluation, the Ministry of Health has identified the EFQM model more desirable. The present study evaluated the field performance based on the EFQM Excellence Model of Hasheminejad human resources center and presenting appropriate solutions. The current study was a descriptive survey, and statistical population were 30 senior managers that have been selected by census. Data collection, workshop method standard by standard tools of EFQM model, had the scoring matrix and data were analyzed using SPSS software version 22. Normal distribution of data was demonstrated by Kolmogorov-Smirnov test. One sample T-test showed that the average score for all sub organizations and personnel-related measures, had significant differences in the EFQM model with a good rating. The organization should pay more attention to the criteria of staff field so that by providing efficient and effective programs in the field of human resources, improved fields of center to be provided.

KEYWORDS: performance evaluation, human resources, business excellence model, EFQM

1. INTRODUCTION

The world that we are living in it, is so complicate and has two main features of limited resources and unlimited needs. This factor, has been causing growing concern to productivity, efficiency or improving the performance of organizations, can support the growth and development of organizational excellence and opportunities; But without studying and acquiring knowledge of the progress and achieving to goals and without identifying the challenges facing the organization and obtaining feedback and informing of the developed policies and identifying the issues that need serious improvement, the improvement in performance will not be achieved; so, the improvement in performance and to be accessible to goals are of the organization needs [1] and continuous improvement can be created by achieving appraisal feedback from the internal and around environment by creating and implementing a performance system in accordance with the pattern [2]. Any organization to know the cost and quality of their work, especially in complex and dynamic environments need to evaluate the system [3]; in other words, all organizations, public or private, for development, growth and stability in today's competitive, performance evaluation systems need to be in the efficiency and effectiveness of programs, processes and human resources [4]. In spite of great importance of the assessment process and presence of various institutions in this field, damages, challenges and problems in various sections can be seen more or less [5] and the limitation of resources of the health sector are, vital services and care provided by this section, the importance of quality of service and evidence on the need for accurate evaluation of the health care sector[6]; especially with regards to the health sector accounted for about 40 percent of the costs in developed countries and up to 80 percent of costs in developing countries, to hospitals, to evaluate the performance of the sector has a great importance [3,7], and health reform Without going into these centers and improve their performance would not be possible[3,7]. For years, the world'scounties have entered the concept of quality to their own health system; because today, just providing health services are not considered, but also the recipients of services, are demanding high-quality health care [8]; however, the evaluation system, identifying strategies and standards in the health sector in our country is empty and there is little attention to this issue [9]. The

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other direction, as factories, machinery and other material assets are considered as part of the Wealth of Nations, human resources and wealth in the future as part of the strategic and economic benefits will accrue to organizations that can better than others, a diverse group consisting of the best and brilliant talent has attracted human, and foster the effective use, maintain [10-12]. Deming award was designed for the first model of excellence known worldwide in 1951 by the Association of Japanese Scientists and Engineers [13]; from the models of excellence provided, Deming models, Malcolm Baldrige and the Foundation for Quality Management Europe (EFQM) welcomed more and have exploited in the design of other models [14,15]; of the presented models, the model of EFQM found generality and a greater receptivity in the world [12,16], was the most identified models and had the most performance in evaluating the organizations performance [17]. Ministry of Health and Medical Education has identified the EFQM model with regard to issues such as compatibility with local conditions, the successful experiences in the field of local hospitals, to implement the model of interest, political, administrative facilities and the possibility to use from the experience of other sectors, more desirable to implement among different performance evaluation models [8]. EFQM model, is a practical tool that helps organizations to measure where they are a way to achieve excellence [18]. The mentioned model has 9 criteria that 5 standard enablers include leadership, policy and strategy, staff, partnerships, resources, and processes and 4 results criteria include customers, employees results, society results and key performance results [19], and each of the criteria are divided into several sub criteria [20]. Based on the research title, sub criteria of criteria no.3 (Staff) and 7 (staff results) are expressed respectively:

The sub criteria of organizational business excellence model criteria of employees' criteria:

- 3a. staff's programs support organizational strategy.
- 3b. staff knowledge and ability develop.
- 3c. staff get lined, involved and empowered.
- 3d. staff throughout the organization communicate effectively.
- 3e. Staff are encouraged, praised and attentional [20, 21].

The standards of business excellence model staff results criteria:

- 7a. Perception index
- 7b. Performance indicators [20-22].

In a study, titled "Hospital Performance Evaluation of Yazd following the model of business excellence EFQM" standard in relation to employees score obtained, 34.72% (31.25 of 90) which shows that the knowledge and potential ability of staff and delegation are not well developed and available to staff for decision making [12]. In the research entitled "areas for improvement based on the excellence model in Imam Musa Kazem (AS)", staff rating reported 68% and results of staff score reported 60 percent [23]. In the study of another researchers entitled "self-evaluation of training hospitals performances in Bojnord based on business excellence model EFQM" showed that employees criteria, with a score of 68% (61.5 of 90), had 32% distance of desired situation and staff results criteria by 53.5% (48.5 of 90) had distance from optimal situation[7]. In a study "on the implementation of the EFQM Excellence Model and supervision in a hospital of UDIN" in Italy found 45% in case of employees criteria and 12% for the achieved staff results and Vallejo et al, 2007 in psychiatric ward in a hospital in Spain and Sanchez et al, 2006 found the same results. Due to the above, and considering the studies that show the effectiveness of EFQM Excellence Model is the main objective of this study was to evaluate the performance of the field of human resources based on the EFQM Excellence Model Hasheminejad center and is appropriate [24].

2. METHOD AND MATERIALS

The current applied research was a descriptive survey and its statistical population consisted of 30 senior managers that have been selected by census. Data collection carried out by workshop method using standard tools of EFQM model, a scoring matrix Radar (RADAR), scoring to each sub criteria in each matrix rating radar, according to Radar Logic scoring through a consensus process conducted EFQM, the final rating criteria determined from mean given score and criteria score obtained based on the standard EFQM model. Data were analyzed using SPSS version 22 and normal distribution of data was proven using Kolmogorov-Smirnov test.

3. RESULTS

The results of descriptive and inferential data analysis in two parts were as follows: The mean age of participants in the workshop performance evaluation was 40.2±9.2 years and the mean work experience

was 7.3±2.6 years; slightly more than half of the participants (56.7%) were female and slightly less than half (43.3%) were male, and most educated respondents were (76.7%) bachelor.

Test research questions

The main research questions included 2 questions:

"How is Hasheminejad medical center in the field of human resource performance regarding the criteria model for Organizational Excellence Model (EFQM)?" and "is there a gap between the existing and the ideal situation?" For investigating the two questions, at first step, the performance of center in case of sub criteria related to staff results in EFQM model have investigated and by identifying the sub criteria situation that can evaluate in case of total center performance in field of human resource (staff criteria and staff results) and presence or absence of gap with ideal situation.

Question 1: How is Hasheminejad medical center performance in the area of human resources, according to the model of business excellence model criteria (EFQM) (Tables 1-4)?

Table 1. Obtained score of the Center in Human Resources field sub criteria dimension related to staff criteria

scores in the model	scale	sub criteria	
100	57.8	support of employees programs of corporate strategy	3a
100	56.1	the development of knowledge and competencies of employees	3b
100	61.7	to coordinate, participation and empowerment of employees	3c
100	56.7	employees effective communication throughout the organization	3d
100	55	encouragement, appreciation and respect to staff	3e

Table 2. Obtained score of the Center in Human Resources field sub criteria dimension related to staff criteria results

scores in the model	Scale	Sub criteria	
100	65.4	Staff perceptions	7a
100	60.8	Employees performance indicators	7b

Table 3. Calculating score of the criteria in the field of human resources, staff and personnel results, based on the EFQM Excellence Model

Criteria 7 (results of staff)

Criteria 3 (Staff)

%	coefficient			
49.1	×0.75	65.4	7a	Sub criteria
15.2	×0.25	60.8	7b	Sub criteria
64.3	Total Score (%)			

%		Sub criteria
57.8	3a	Sub criteria
56.1	3b	Sub criteria
61.7	3c	Sub criteria
56.7	3d	Sub criteria
55	3e	Sub criteria
287.2		Total
÷ 5		
57.4		Score (%)

Table 4. Obtained score of the Center in Human Resources field in dimension of staff criteria and staff results

Score in the model	Obtained score	Criteria
100	57.4	3 (Staff)
100	64.3	7 (Staff results)

Question 2. Is there a gap between the existing and the ideal situation?

In order to measure the differences with their optimum level in the model of organization EFQM Excellence, in case of all sub criteria and criteria areas related to human resources, one sample T-test was

used, that the obtained results with significance level of 0.05 and 95% confidence intervals have given in the following table (Table 5):

Table 5. One sample T-test for sub criteria of support of programs for employees of corporate strategy

The amount of test = 100						
t statistic	df	Sig. (2-tailed) significant level of two domains (A measure of the decision)	Mean difference	The mean distance of the 95% confidence level		
				Lower	higher	
-58.041	29	0.000	-42.2433	-43.732	-40.755	support of programs for employees of corporate strategy

According to the results of table, the significant level of test, was equal to 0.000 (less than 0.05). The mean score of organization in case of sub criteria of supporting of staff programs of organizational strategy, significantly was less than favorable rating in the model (Table 6).

Table 6. One sample T-test for the sub criteria of development of knowledge and competencies of employee

The amount of test=100						
t statistic	df	Sig. (2-tailed) significant level of two domains (A measure of the decision)	Mean difference	The mean distance of the 95% confidence level		
				Lower	higher	
-69.666	29	0.000	-43.8833	-45.172	-42.595	Knowledge development and staff competency

Development of knowledge and competencies of employees. According to the results of the table, the test significant level, was equal to 0.000 (less than 0.05); therefore, the average rating for the organization in case of under criteria of development of knowledge and employees competencies, was significantly less than favorable rating in the model (Table 7).

Table 7. One sample T-test for sub criteria of aligning, participation and empowerment of employees

The amount of test = 100						
t statistic	df	Sig. (2-tailed) Two significant level domains	The mean differences	The distance from the 95% confidence level		
				Lower	higher	
-57.552	29	0.000	-38.3300	-39.692	-36.968	aligning, the participation and empowerment of employees

According to the results of table, the test significant level was equal to 0.000 (less than 0.05); the mean score of the organization in case of sub criteria of aligning, participation and empowerment of employees, was significantly less than favorable rating in the model (Table 8).

Table 8. One sample T-test for the sub criteria of the relation of effective communication of employees throughout the organization

The amount of test = 100						
t statistics	df	Sig. (2-tailed) Two significant level domains	The mean differences	The distance from the 95% confidence level		
				Lower	higher	
-66.931	29	0.000	-43.3233	-44.647	-41.999	employees effective communication throughout the organization

As can be seen, the test significant level, was equal to 0.000 (less than 0.05), showing the average rating of organization in case of sub criteria of staff effective communication across the organization, that significantly was less than favorable rating in the model (Table 9).

Table 9. One sample T-test for the sub criteria of encouragement, appreciation and respect to staff

The amount of test = 100						
t statistics	df	Sig. (2-tailed) Two significant level domains	The mean differences	The distance from the 95% confidence level		
				Lower	higher	
-68.689	29	0.000	-45.0433	-46.385	-43.702	encouragement, appreciation and respect to staff

According to the results of table, the test significant level, was equal to 0.000 (less than 0.05), the mean score of organization in case of the sub criteria of encouragement, appreciation and respect to staff, were significantly less than favorable rating in the model (Table 10).

Table 10. One sample T-test for the sub criteria of perceptions of employees

The amount of test = 100						
t statistics	df	Sig. (2-tailed) Two significant level domains	The mean differences	The distance from the 95% confidence level		
				Lower	higher	
-74.474	29	0.000	-34.5733	-35.523	-33.624	perceptions of employees

As you can be seen, the test significant level, was equal to 0.000 (less than 0.05); the mean score of organization in case of the sub criteria of employees' perceptions was significantly less than favorable rating in the model (Table 11).

Table 11. One sample T-test for the sub criteria of employees performance indicators

The amount of test = 100						
t statistics	df	Sig. (2-tailed) Two significant level domains	The mean differences	The distance from the 95% confidence level		
				Lower	higher	
-72.473	29	0.000	-39.2400	-40.347	-38.133	employees performance indicators

According to the results of the table, the significant test was equal to 0.000 (less than 0.05), the mean score of organization in case of employees' performance indicators sub criteria, was significantly less than favorable rating in the model (Table 12).

Table 12. One sample T-test for the criteria of employees

The amount of test = 100						
t statistics	df	Sig. (2-tailed) Two significant level domains	The mean differences	The distance from the 95% confidence level		
				Lower	higher	
-149.716	29	.000	-42.5667	-43.148	-41.985	Employees criteria

As can be seen, the test significant level was equal to 0.000 (less than 0.05), it can be concluded that the mean score of organization in case of employee criterion, were significantly less than favorable rating in the model (Table 13).

Table 13. One sample T-test to measure the results of staff criterion

The amount of test = 100						
t statistics	df	Sig. (2-tailed) Two significant level domains	The mean differences	The distance from the 95% confidence level		results of staff criterion
				Lower	higher	
-88.439	29	.000	-35.7300	-36.556	-34.904	results of staff criterion

As seen can be seen in the table, the test significant level, was equal to 0.000 (less than 0.05); the mean score of organization in case of the criterion of results of staff were significantly less than the favorite rating of it in the model (Fig. 1).



Fig 1. Place of center compared to its desired status in the EFQM model in case of sub criteria related to the field of human resources in the spider diagram

4. DISCUSSION

As the results showed, the mean score of Hasheminejad medical center in case of all sub criteria and criteria related to the field of human resources in the model of EFQM, were significantly less than favorable rating in the model. The results of this research were in agreement with the workshop approach for the staff criteria with the results of Iqbal et al, 2008, but was 1.7 times more than the results of Qazvin et al, 2012, Younesifar et al, 2013 [3,25], and 1.6 times more than the results of Vallejo et al (2007) studies [26]. Hasheminejad center status in case of employees criteria was 1.5 times better than the results of Sanchez et al. (2006) [27] and 1.3 times better than the results of Vernerero et al (2007) [24] and had a significant difference with the results of Imani nasab et al, 2012 (approximately 5 times better) [28]. In contrast, the results of current research on the rating scale of employees were 1.2, 1.4, and 1.1 times lower than Iqbal et al, 2013, Naveh Ebrahim and Hamsi, 2010, and Nabitez studies, respectively [23,29,30]. Bojnoord training hospitals according to EFQM Excellence model in the study of Sadeghi and Hejazi, 2011 in case of staff criteria had better situation in comparison to Hasheminejad center staff. Ratings measure of the results of staff in this research in comparison to Vali Qazvini et al, 2012 was 2.6 more and in contrast of being in parallel with the results obtained by Iqbal et al, 2008, in case of staff results criteria, these two researches were not the same and the score of staff results criteria in the current study have been more 2 times of its score in comparison to that study by two approaches of questionnaire and performance. The score of current study in case of staff results criteria were 1.7, 1.4, and 2.5 times more than the results of staff results in the study of Vernerero et al, 2007, Sanchez et al, 2006, and Valjoo et al, 2007, respectively. Hasheminejad medical center performance in the area of staff results were 1.1, 1.2, and 5.1 times better

than the results of the study results of Iqbal et al, 2013, the results of studies of Sadeghi and Hejazi, 2012; Nabitz, 2006, and Imani Nasab et al, 2012, respectively [7,28,30-32].

5. Conclusions

According to the results of this research, the organization must pay more attention to the criteria of staff and staff results and, therefore, the development of efficient and effective programs to improve performance in this area, is necessary; in other words, the results emphasize on the need for attention investment in the areas of planning and human resources. In addition, results of the performance evaluation can be based on providing employees and other relevant decisions, but it should be noted that improving the performance of employees, due to various causes and conditions that performance evaluation is only one of them, therefore, it is recommended to authorities that other factors such as management style, salary, and etc. also be considered.

Improvement approaches

According to research findings, strategies for improving the health center Hasheminejad elected as following:

- Provide a coherent approach to align programs with the policies and strategies of the organization's staff
- Focusing on development of critical programs including human resources, such as career solutions and succession planning
- systematic implementation of knowledge management
- To define the benchmarking projects in the organization
- identify the needs and expectations of organizational communication with a documentary approach
- assess the effectiveness of current staff, and develop a strategic plan for the development of communication channels within the organization
- Developing the approaches to work-life balance for employees
- Review of the methods of fee payment

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