Employees Understanding Of Excellence Model and Its Effect on the Organizational Performance

مدى فهم الموظفين لنموذج التميز وتأثيره على الأداء المؤسسي

Research Project

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ملخص

أصبحت ممارسات التميز في الوقت الحاضر تعد جوهر نجاح المؤسسات الحكومية والخاصة وأساس الاستمرارية بها، إضافة إلى كونها أصبحت تعد ممارسات إلزامية في معظم الدوائر الحكومية.

وحيث أنها تعد ممارسات جديدة نسبيا تطبق لتحل محل العديد من العمليات التقليدية والمنهجية، وتتطور العديد من المؤسسات، إلا أن بعض هذه الشركات يواجه صعوبة في تطبيق واعتماد نماذج التميز بنجاح.

نموذج التميز الأكثر شيوعا هو EFQM نموذج التميز المقترح من (المؤسسة الأوروبية لإدارة الجودة)، والذي يعطي مبادئ توجيهية واضحة لتطوير الأداء المؤسسي، كما تلقي الضوء على المحاور والعمليات التي تحتاج إلى تحسين وكذلك على المحاور القوية التي تحتاج إلى الحفاظ على استمرارية فاعليتها وقوتها.

تطبيق نموذج التميز المؤسسي يسهل أيضا تقييم الممارسات، كما أنه يوحد الطريقة التي يتم بها قياس نتائج الأداء، مما يسهل عملية المقارنة مع أفضل الممارسات، كما يعزز أيضا صورة المؤسسة لتصبح مؤسسة مثالية، تتطلع المؤسسات الأخرى إلى الاستفادة منتها عبر مقارنة عملياتها معها وتطويريها.

يتوجب رفع وعي المؤسسات والعاملين بها من أجل تطبيق نموذج التميز المؤسسي، كما لابد من توفير التدريب للموظفين والمديرين، وذلك بهدف رفع الوعي وفعالية التطبيق وبالتالي نتائج الاداء.

Abstract

Excellence practices have nowadays became an essence of organizational success and continuity and a mandate in many government departments. However, and as those practices are relatively new and take over many traditional processes and methodology, many organizations struggle if not fail to apply and adopt excellence models. The most common organizational model is the EFQM Excellence Model (European Foundation of Quality Management), it gives clear guidelines that transforms organizational performance, spotting light on weak areas and processes which need improvement and as well on strong ones that need to be maintained. Applying the model also facilitates benchmark practices, as it unifies the way performance results are measured, making it easier for an organization to compare with best practices. It also boosts the organization's image as a benchmark target for other organizations, once they have achieved astonishing results. In order to apply this model, an organizational wide awareness needs to be raised, training has to be provided to employees and managers should be on board alongside with their subordinates and all employees, as applying the model and following those practices becomes more of a culture and a unified mind-set rather than tasks and responsibilities that some might prefer to escape or avoid, which is where some obstacles might raise, as discussed in this paper in more details.

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To My Family and Friends.

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Definitions

- **EFQM Excellence Model:** European Foundation of Quality Management frame work to manage resources and measure results.

- **Mission:** the organization's statement which is drafted to cover the main purpose or the organization and what is expected from concerned parties and this statement describes the organization's work and its usually short, clear and easily memorable.

- **Vision:** a futuristic view of the organization's ambition and what it strives to be.

- **Performance:** the achievements and final results achieved by individuals, work groups, business units and/or the organization.

- **Business units:** departments, sections or sub-sections which are defined in the organizational structure.

- **Methodology:** a method of doing work in a specific way which guarantees harmony in the way work or tasks are carried out.

- **Performance measures:** qualified or quantified information that describes the outcome and the performance of operations in the organization.

- **Customers:** anyone in direct contact with the organization, seeking their services or products.

- **Efficiency:** percentage of planned recourse in comparison with utilized resources in order to achieve the planned goals and performance results within a specific period of time.

- **Core operations:** the operations which carry out the essential tasks, activities and services of the organization which have direct effect on the business results or the organization.

- **Inventory turnover:** an indicator of inventory dispatch speed.

- **Work plans:** specifying works and activities in place to achieved strategic goals and operational objectives of the organization and it includes available resources details and timeframe to achieve projects.

- **Revenue generation:** the organization's ability to avail new revenue sources or extra financial sources.

- **End product:** the final product/ service that an organization produces and serves to the customers.

- **Benchmark:** the process of comparing the practices of an organization with the practices of another organization that is known to be the best or one of the best in the market.

Chapter 1

INTRODUCTION

1.1 Research Background

His highness Sheikh Mohamed Bin Rashid Al Maktoum's has been directing the prosper city Dubai towards world class achievements and insists on offering its people a prosper life and high end services for everyone in this city. One of the main services outlet that people benefit from, both directly and indirectly through facilitating better living and safety, is the Government Departments, in which high highness has invested a great vast of human power to meet the highest expectation and to achieve his solid vision of always being number one and not to settle for less than number one.

The European Foundation for Quality Management understands the challenger that face both the public and private sector in competing on a global standards to deliver the future wealth and success by overcoming current pressure and through utilizing the limited resources available. Therefore, the foundation has development and continually enhanced a framework that makes the former more structured, thus easier to apply and conquer, the EFQM Excellence Model.

Dubai government has embraced it's rulers directions and adopted the application of the EFQM Excellence Model, which is a universal comprehensive model which provides an understanding and covers all aspects of the organization through nine different criteria, each of which has a set of sub-criteria, which being applied in an organization based on its type and function it will contribute to sustainable results and attaining excellence in the organization.

As clarified, the Model has nine different criteria to cover all aspects of the organization and each criterion has a set of sub tools, equations and methods to track and measure performance. Employees at different levels of the organization might refrain from applying this model into their work and would present resistance to present the work they do in a different way. The understanding of the importance of this model varies based on many variables, such as but not limited to: employee level, field of expertise, work load, management support, etc. therefore, intensive efforts should be taken in an organization to spread the excellence culture and emphasize the importance of the model.

1.1.1 Excellence

What Is Excellence? Excellence is a very broad term; used when the best efforts are carried out to do something, to do something the best way possible which can also be defined as a distinguished way of doing something. Nowadays, the pursuit of excellence emerges in our daily activities, at work, in educational institutes and even on cultural level, it the path to success and the road to being number one, which has become a priority for most successful communities.

The importance of excellence doesn't only appear in the position an organization would take, but it also defines its ability to face crises and drawback, as the current and future situation and market has become more challenging than ever and more uncertainties emerge every day, an excellent organization would be able to face and cope with those many difficulties without much losses and would still survive and sustain through harder times which other organizations would fall apart through them.

Excellence in organizations can be achieved in all fields, it might seem to require some extensive efforts at first, but as an organization continues to work with this mind-set, excellence becomes the

way of doing business and the culture that everyone on board understands and implements naturally. An organization that seeks excellence has to apply it in all areas within it and optimize the use its capabilities and resources, to seize the opportunities that emerge on daily basis and enhance its process continually. Many tools and techniques are available to serve the purpose and some organizations have some of them implemented perfectly and updated regularly such as the use of the Balance Score Cart, the different ISO guidelines and Lean practices and in order to achieve the most effective results and combine all or more than one of the many available tools, a comprehensive framework is required which can ensure the alignment of the management system components and the optimal performance results, EFQM is the framework of choice which helps organizations effectively manage their resources, optimize their process and enhance then performance results in addition to enhancing the organizational ability of measuring those performance results in all areas of the business facilitating easier follow up on those results and hence allowing the management alongside with the employees of the organization to set corrective action plans and carry them out accordingly to sustain the high results and enhance the areas of drawbacks together

1.1.2 EFQM Excellence Model

The European Foundation Of Quality Management has considered all aspects of an organization when they have created the EFQM excellence model in a way that would fit to all types of businesses and be comprehensive to all panels of each organization through nine different criteria, where each criterion is described and detailed and cascaded down into sub-criteria where each of them has a clear clarification and an equation to measure the extent of its application in the selected

organization and to quantify results in a measurable way which allows the comparison between the organizational performance in each criterion and the international standard of the European Foundation Of Quality Management.

One of the most important aspects the EFQM excellence model has considered is the sustainability of results, in which it provides a tool for continual improvement based on results feedback and focusing a spot light on the importance of learning from own experience and previous results and position, as what is considered excellence today will mostly be outdated tomorrow and many new practices will take its place if an organization doesn't implant a strategy of learning from spreading the knowledge, all of which would lead to better results thus increased value for all the stakeholders.

The nine criteria have been categorized into two categories: the Enablers and the Results, in which 5 of the nine criteria fall under the enables category, and they are what enable the organizational success and what the organization needs to build and implement its strategy.

Which are:

A. Leadership

The leaders of an organization play vital roles in positing the organization to be proactive and ready for the future before it happens, they set example for the rest of the employees by embracing the values and ethics of the organization and positively communicate them throughout the organization. Leaders are flexible and willing to change their and the organizational approach in order to ensure the continual success.

B. Strategy

An organization seeking excellence would develop its strategy derived from its mission and vision and then translate its strategy down into smaller plans, objectives and actions all of which would eventually lead to all stakeholders benefits (internally and externally).

C. People

Excellent organizations recognize the importance of their people who are the real asset of any organization; they develop their skills and capabilities, treat them with equality and always open communication channels among them and between them and their leaders as well as rewarding them and recognizing their efforts. People/employees motivation is an essential block for excellence which results in more efficient use of employees' skills and knowledge.

D. Partnership & Resources

Managing resources effectively and managing relationships with partners and suppliers are essential in order to support the implementation of strategy and carryout the organizational objectives and plans successfully.

E. Process, Products & Services

Continual improvement of organizational processes, products and services is vital for increasing operational effectiveness and value for the stakeholders.

The Results category covers the other four criteria which measure the overall performance of the organization in different areas which are:

a. **People Results**

b. **Customer Results**

c. **Society Results**

d. **Business Results**

Excellent organizations achieve results in those four areas that satisfy stakeholders and meet or exceed expectations of investors in addition to:

- They understand their key results which enable them to benchmark and compare the right similar organizations to help those set targets and enhance activities.

- They draw cause and effect relationship and understand their performance results and how they can be sustained and what they would be in the future.

- Part the results into each are in order to understand them better and more accurately meet the expectations of their stakeholders.

- Set clear business objectives based on the strategy, stakeholders' expectations, benchmark results and previous results of the organization.

1.2 Statement of Research Problem

Employees are the main treasure of most organizations, as they are the drivers of its success and make up the real asset of the organization. Therefore, and in order to successfully apply any work methodology in an organization, all employees across the organization need to have ground understanding of the same. As EFQM excellence model is a holistic model and approach, a culture need to be spread in the organization and a relatively unified way of thinking. Therefore it's crucial that employees develop knowledge of the EFQM Model, its importance and application.

1.3 Organization' Work Prospects

Traditionally and if you ask a GM or a CEO 25 years ago, who is the organization working for and what's your ultimate objective, they would answer "that the organization works for the benefits of the shareholders and to maximize their profit and respond to their needs". However this view has changed and the organization works for all stakeholders not only its shareholders, who are mainly categorized as internal and external parties and only by responding to the needs of all of stakeholders you can guarantee sustainable results and continual growth and better position of the organization not only on the short term but also on the long run.

The internal stakeholders can include employees, departments and the management, the external stakeholders would include suppliers, customers, partners, the environment and other parties depending on the business.

An organization needs to deliver excellent services to customers but by firstly satisfying its employees, as the internal results would reflect on the external ones.

To more clearly present the former, we can draw the following relation:

Inspiring leaders, clear strategy, enhance internal process and right selections of partners lead to better results in the following:

A.   Society: through achieving better reputation and enforcing ethical behaviour and guarantee transparency in the communication of services and results.

B.   People: through providing employees with opportunities to improve their skills and capabilities and expand their experiences, improve their ability to create balance between their work and personal life and boost their loyalty to the organization and commitment to it.

C. Customers: through adding value to customers within the product or the services provided to them and as well provide customers with great services during and after sale.

D. Shareholders: shareholders would benefit from higher return on investment and optimized profitability in addition to maintaining sustainable financial growth of the organization.

1.4 Aims and Objectives

The Aim of this project is to understand the drawbacks in employees' current perspective of applying EFQM model at their workplace what should be done to improve it and how this improvement will results in positive astonishing result. We aim to present how making excellence a culture rather than a task would reflect greatly on the performance of people and thus organizations.

The objectives of this project:

- This research will be conducted in one of the government departments in Dubai.

- The research shall study that department's employees' perspective & degree of understanding of excellence.

- Importance of employees' understanding.

- The results of the above on:

  o The current situation and the future standing of the organization.

  o And on employees' satisfaction results.

1.5 Report Organization

This research consists of six chapters, as follows:

- Chapter 1: Introduction, which contains the research background, a background description of Excellence and the EFQM Excellence Model in addition the problem statement and objectives of this research.

- Chapter 2: Literature Review, which contains the literature review in addition to in depth descritiopn of the EFQM Excellence Model Criteria which focuses mainly on the ninth criterion.

- Chapter 3: EFQM Excellence Model in Action, this chapter links the excellence model to the organizations presentation employees' and managers roles.

- Chapter 4: Research Methodology, the methodology carried out to obtain the data and results for this research,

- Chapter 5: Research results and discussion, the discussion and results of the conducted survey for this research.

- Chapter 6: Conclusion and Recommendations, the findings of this research are in this chapter, a well detailed conclusion of the research with the recommendations.

Chapter 2

LITERATURE REVIEW

2.1 Introduction

Excellence can part of every human being's daily routine. As defined in Oxford Dictionary, excellence is "The quality of being outstanding or extremely good".

- Literature review on EFQM

Over the past decades, several scholars have defined excellence in the literature. In 2011, Joaquín, Micaela, Ángel.and Martínez have evaluated the EFQM excellence model and defined the relationship between the nine criteria of EFQM, and the effect of achieving each one on the other, and suggest that some limitation appear and should be revised when testing the relationship between the enables and results, which could be either in the model itself or the way it has been interpreted. (Joaquin, Micaela, Angel and Martin 2011).

J. Carlos, Ana, Vicente and Inmaculada have assessed the EFQM excellence model as well and some of its implications. They suggest that the EFQM Excellence Model is a great tool to improve the levels of quality in the organizations and smoothness the way to apply TQM practices. Not only that but it also helps to diagnose the status of current TQM activities and improve them through developing corrective action plans based on the many control and results that apply the EFQM Excellence Model generates. (J. Carlos Bou-Llusar*, Ana B. Escrig-Tena, Vicente Roca-Puig, Inmaculada Beltra ´n-Martı ´n 2008).

Thomas Ahrens has published in about the evolution of the Excellence program among the Government of Dubai. He have studied the development of excellence awards held by the

government of Dubai and concluded that since the program started in 1997, it has focused on three main bases which were the base of excellence, the base of measuring effectiveness and finally the base of measuring efficiency, which he added that those 3 base have overlapped with one another and with some other bases that the government of Dubai has, such as e-government. However, the practices keep improving and developing within the Dubai Government Excellence Program (DGEP) in line with global trends Thomas Ahrens 2014).

Authors Juan and Oscar have discussed the relation between different EFQM criteria and the mechanisms of intellectual capital. They suggested that the intellectual capital of an organization is one of the EFQM framework considerations, and that there's a quiet clear relation between the components of the EFQM frame work and the Intellectual Capital (Juan Ignacio Martín-Castilla, Óscar Rodríguez-Ruiz 2008).

One of the many papers that have discussed the relation between TQM and EFQM was by Artuto, Araceli, Carolina and Loudes who have identified the three dimensions paralleled to the TQM elements which are (management and HR, partnership and resources management and finally managing processes) which are three of the EFQM criteria,. Their paper have discussed how those three dimensions contribute ad relate to achieving the key business results (Arturo Calvo-Mora , Araceli Picón , Carolina Ruiz , Lourdes Cauzo 2014).

Other authors have examined the of implementation of the EFQM Excellence Model, Michael, John and Sue have suggested that applying and integrating the model in the public sector is a challenging task, however its much rewarding through creating a more customer-focused culture and producing better learning through historical data and lessons learned (Michael Trevor Hides, John Davies, Sue Jackson 2004)

Jacob, Kai and Hans discussed the criterion weights of the Excellence Model EFQM and shined spot light on how some organization use different weights for each criterion other than what the European foundation has determined. And with this being the case, it wouldn't be much effective to compare the key results of those organizations (Jacob K. Eskildsen, Kai Kristensen, and Hans Jørn Juhl 2002).

- Literature review on performance

Performance measurement has a direct link to excellence, where it has be measured continually and improved. Shane Johnson discussed the importance of resolving the conflict that might arise between employees wanting to achieve their individual goals and the goals of the organization which must be overcame and that could be done through involving the employees, being flexible when measuring performance, addressing the problem and having a well-designed system of follow-up and recording (Shane Johnson 2005)

Another pillar to distinguished success and excellence is more attention to work processes and people which has been discussed by Johnson, H. T. and Broms, who have discussed that changing processes or the was employees are used to doing the work is often a difficult task, therefore, managers need to breakout from ordinary tendencies and set in place the new system alongside with the employees'' in order to achieve organizational success and environmental sustainability (Johnson, H. T. and A. Brms 2000).

- Literature review on excellence practices

Ritchie and Dale were among the researches who have studied the self-assessment practices, their research was conducted in 10 different organizations which lead them to several findings.

Ritchie and Dale found that organizations have become more aware of self-assessment practices and the role it play in improving performance results and improving weaknesses, however, managers still underestimate the positive results that can be achieved through self-assessment. Organizations need to define their characteristics related to quality, and the overall inputs and outputs of their processes before adopting to self-assessment practices, which are the initial steps towards achieving ultimate results of Excellence Models (L Ritchie and B. G Dale 2000).

Other scholars have studied the European Quality Award Model history, aiming to spot light on some aspects that clarify the model's distinctiveness. And concluded that the current practices carried out in organizations should be changed in order to avoid any negative impact created on quality development (Tito A. Conti 2007).

Barbara and Stephen have emphasized in their research on how the pursuit of excellence became obligatory rather than voluntary in this fast moving business world. The use of Excellence Model is essential to improve performance, benchmark efficiently, improve processes and create better opportunities and results for the organization (Barbara Dunn and Stephen Mathews 2001).

2.2 The EFQM Excellence Model Criteria

The EFQM Excellence Model includes nine different criteria, which are categorized into two categories, the first one is the Enables which includes 5 criteria and the second one is the Results which includes the remaining four.

2.2.1 Developing Organizational Capabilities

The secret behind success in acquiring new methodologies is to integrate it with the way you already do your work, and the same can be followed to apply the EFQM Excellence Model in an organization, it should be integrated with the management approach and the work is done in the organization. Making it the "way-of-work" rather than a task or a mission that has to be done within a set of deadlines and audits.

Firstly an organization should create an EFQM Documents which can be shared across the organization to provide employees and management an overview of the organization's strategic goals and objectives, the key results they have been achieved so far and the tools and techniques, or sometimes equations that have been adopted. The EFQM Documents clarifies roles and responsibilities in the organization making it easier to understand and implement.

Secondly, an organization is ought to arrange for its management and employees to get the proper training to help them acquire the knowledge that they need to enhance process and implement excellence initiatives.

Moreover, Self-Assessment, the organization should conduct regular follow ups on its operational results and asses the overall performance continually to assure that everyone understands the requirements and is on board and also to serve as feedback channel to sport weakness points and drawbacks and emphasis on good performance and motivate more improvements.

Finally, the learning aspect, in which the organization learns from its historic achievements and results, shares it across different organizational units in order to share the knowledge and learn from them as well and recognize excellence.

2.2.2 Sustaining Excellence

Sustainability is a must, as if an organization invests financial resources, human efforts and acquires new technologies in order to achieve certain goals and objectives, satisfy its shareholders and stakeholders and achieve a high position in the market, the organization would have to sustain it, and otherwise all efforts would have been wasted on short-term advantages and shortly demolishing results. Therefore organizations must sustain those positive results it has thrived to achieve, making all the efforts and time invested worthwhile.

In Dubai, his highness Sheikh Mohamed Bin Rashed Al Maktoum has realized the importance of sustainability and emphasized on it, he has inspired leaders of government departments to adopt the mind-set of sustainability and additionally in order to assure maintaining positive results, His Highness has initiated the Dubai Government Excellence Program, which is an awarding program that takes places yearly and has many different managerial and individual categories that allows competition between employees and departments within the government of Dubai and then awards the top achievers, the excellence seekers. One of the purposes of this program is to introduce and encourage excellence, and a more important and focused purpose is to assure and maintain sustainability in all the government departments in the City through making a category that measure the performance of each government department in Dubai against their implementation of the EFQM Excellence Model every three years and making the participation in it a mandate from the executive council in Dubai and sending out assessors to each government department to assess the same every three years.

His Highness's interest and efforts invested in this sector are bright signs of how important maintaining and sustaining performance is as well as setting a great example of a leader who's leading an entire nation towards excellence and being number one.

2.2.3 The Ninths Criteria - Business Results

The ninth criteria in the EFQM Excellence Model discusses performance results achieved within the organization and how those results have been measured throughout the organization in comparison with the plans put in place for those performance measures, as each one would have a targeted results to be achieved, meaning, that the actual achieved results will be compared to the planned ones. In addition to the former, those results and measure are to be aligned with the organizational strategy and as well in alignment with the work nature and the objectives of the organization.

The Business Results (ninth EFQM Excellence Criteria) can be subcategorized into two categories as follows:

(A) Main Business Results

This sub-criterion determines planned business results and based on the business nature and strategy, this sub-category could include the following results:

(A.1) Financial results:

 a. Commitment to the budget: which measures how well the organization was committed to the budgeted amounts for its projects and expenditure and how much they have diverted from the planned budget whether by spending more or less, which reflects how proper planning is and how the available resources are professionally managed.

 b. Cost rationalization: this measures the ability of the organization to reduce costs in comparison to planned cost reduction in alignment with approved activities and projects in addition to the organization's ability to properly plan cost rationalization.

 c. Financial excess: This sub-criterion measures how the organization has achieved revenue in comparison with expenditure.

d. Return on investment: measure the ability of utilizing available resources to achieve the highest amounts of revenue possible.

e. Cost of providing service: measure financial efficiency of the organization and calculates both direct and indirect cost of services delivered to customers.

f. Percentage of reduction of services and operations cost: this measure the percentage of cost reduction in services and core operations of the organization as a result of enhancement and improvement initiatives and programs applied in the organization.

g. Percentage of revenue increase through revenue generation programs: reflects the increase in the percentage of revenue cost as a result of revenue generation initiatives and programs.

(A.2) Non-financial results:

a. Time required to launch a service: reflects response efficiency in customer requirements through improving services or initiating new ones that would responds to those requests and requirements.

b. Number of services and benefited customers: measure number of provided services and benefited customers from those services which serves as a reflection of the organization's productivity.

c. Number of channels to provide the service to customers: measures the average of methods and channels to provide the service to customers as a result of flexibility policy based on the needs, requirements and expectations of customers.

d. Success percentage in achieving vision, mission, strategy and operational plans related goals: this measures the ability to achieve planned goals which descend from the organizational mission, vision and strategy.

e. Electronic applications results (completed work, provided services, received suggestion, etc.): this criterion clarifies to what extent the smart and electronic applications comprehensive and the level of using them to complete and submit customers' requests.

f. Innovation percentage: measures the level of innovation and growth in correspondence to new challenges and finding solutions to them through completing tasks via new initiatives generated by either customers or employees.

(B) Main Business KPI's

This sub-criterion includes operational indicators which aim to control and understand the operations in an organization as well as predicting operational performance and improve organizational results, and like sub-criteria 9.1, the former would be aligned with the nature of work, goals and operations, and this sub-criterion includes:

(B.1) Operations:

a. Time to complete operations: efficiency of managing and reducing time required to complete requests within a specified time contributing to increase operational efficiency and customer satisfaction.

b. Percentage of errors: measure efforts efficiency on pinpointing operational efforts, in the aim of reducing them and hence increasing customer satisfaction and efficiently utilize available resources.

c. Productivity: reflects the organizational capability of utilizing its resources through increasing productivity on all levels; organizational, business units and employees.

d. Creativity and improvement: This criterion reflects systems efficiency in providing and encouraging and supportive environment to launch innovation and solutions by the employees in order to overcome challenges.

(B.2) Buildings, equipment and resources:

h. Percentage of defects: This criterion reflects the number of defects that occur in the buildings and resources of the organization within a specific period which as well reflects the efficiency of preventive maintenance that leads to increased efficiency in using those resources.

i. Operational efficiency: This criterion reflects the organization's ability to utilize available resource of buildings and equipment efficiently in order to reduce the cost of operations and increase the organization's ability to achieve its objectives.

j. Inventory turnover: this criterion reflects the efficiency in managing resource through measure the time of inventory turnover within a period of time.

k. Preventive maintenance: this criterion measure the percentage of completing preventive maintenance as planned in buildings, equipment and available resources.

(B.3) Financial results:

a. Consumption: measure the level of consuming assets and property.

b. Maintenance cost: measure the efficiency in managing maintenance work in order to maintain properties' readiness for efficient performance.

c. Cash flow: this criterion measure cash flow within a specific time period.

Moreover, criteria 9 of the EFQM excellence model extends to cover the technical aspect (flexibility, Respondent to specifications and international quality standards and the percentage and efficiency of usage) besides covering the Environment, energy and safety aspect through (Environmental effect, energy investment efficiency and Safety) and covers the knowledge aspect as well through (Easy of reach, Accuracy, ,Availability and Sharing) and finally the Governance aspect through (Revisions on governance on systems and procedures, Number of non-conformity cases and Number of customer complaints).

All of the information covered in the last section of this research clarify on how criterion 9 is one of the most comprehensive criteria as it doesn't focus on one aspect nor it neglects any aspect, it actually covers all aspects of the organization through measuring Results, which is the best indicator to be used for performance and the organization and employees performance and productivity.

When the certain responsible business unit in the organization works towards measuring the performance on those criteria across the organization, they work with all business units and departments and collect results from each and every section without eliminating any of them as it contributes to collecting realistic results and hence enables the organization to both:

1- Determine strength points within the organization and plan to strengthen them more and continue to avail growth and prosperity in them.

2- Determine weakness points in order to create corrective action plans and enhance operations and procedures.

Chapter 3

EFQM EXCELLENCE MODEL IN ACTION

3.1 Employees' Role in Implementing the Excellence Model

Money, building, IT infrastructure, technologies, learning and development, reputation, etc. are all resources of an organization and pillars that an organization cannot stand or survive without, each of them as an essence of success, growth and existence of the organization, however, and on top of all, the human resources are the most valuable, essential and highly important asset of any organization. Those soldiers whether sitting behind their desks or working in the field move mountains and contribute to every achievement gained. Imagine having availability of money, computers, skyscrapers and best information but without actual human force, the organization would not stand tall. That's why human capital will always remain the main focus of the organization which should be invested in developing their skills, expand their knowledge, empowering them and supporting them for forward growth and existence of organizations and cities.

The former applies in adopting new methodologies and strategies of work in an organization. In the application of EFQM Excellence Model, a model that defines a new way of work which can be considered an upgrade as it supports managing resources and controlling results across the organization, and when applying such comprehensive model, all employees whether on managerial level or not, should be on board for the following reasons:

- The employees are considered resources of the organization as well as users of the organizational resources through implementing planned projects, activities or simply through carrying out day to day business operations.

- When measuring business results, employees will be required to stand together with their management and enhance weaknesses in performance through planning corrective activities and projects and then executing them.

- Employees resistance will lead to defect in implementation therefore more drawbacks in performance results, which will be detected by the management and then the management would face the employees with those results and conflicts may occur at later stages which results in creating harder problems to be solved which would cost more time, energy and money.

3.2 Management Role in Applying the Excellence Model

Hence, employees must be aware of any work methodology intended to be applied in the organization to avoid conflicts and setback in performance, mainly by constant managerial support, where managers would:

- Arrange and allow their employees to attend training sessions on the Model in order to make them understand it and know it.

- Conduct awareness sessions across the organization for all levels of employees so everyone would have the same set of concepts and a unified culture would spread across the organization, the culture of excellence and adoption the new work methodologies.

- Managers should as well set examples to their employees by learning about excellence, implementing it on all work levels and expecting it in carried out work within their authority.

- Managers must as well be leaders to their employees and support them whenever needed and set objectives to their employees that encourage the application of the model in all operations.

- Additionally, top committers and performers under the EFQM umbrella should be recognized and awarded which would have high effects on encouraging them towards both, learning more and implementing more.

3.3 Reasons Behind Employees' Resistance to Applying the Excellence Model

People are naturally change resisters on different levels, whether personally, in school, at work or in any usual lifestyle activities of theirs. In applying the EFQM Excellence Model on the organizational level, employees' resistance mainly occurs for the following reasons:

- **The model not being clarified to employees**, therefore they feel that they might not be able to carry out their tasks and job as efficiently as they are used to and this makes them fear drawbacks in their performance.

- **Management doesn't implement the model,** when the management doesn't adopt the model or implement it or seek its implementations, and then employees would resist it and will not perform efforts to apply it.

- **The model covers all aspects in the organization,** the model covers all aspects in the organization and requires documentation of all work implemented all results, processes, updates and efforts. Which makes tracking errors and mistakes easier than the traditional way of work where mistakes and drawbacks can be covered or undetected, hence, and as the model provides cause and effect relationship and allows accurate pinpointing or the

error source, employees resist to apply it, they feel scared that they might make mistakes and then penalized for them or appraised poorly, therefore, they would prefer the comfortable traditional approach.

- **The model being a mandate of the government then of the management,** employees in many organizations are asked to implement the excellence model without sufficient efforts on the organization's part to raise their awareness on its importance, efficiency and benefits which drives them to neglect it or resist it.

- **Implementing the model in a way that employees may perceive it as audit requirements not as a new culture and way of work,** if employees don't understand the model they would consider it a hated-audit, where they would have to fulfil the results when they are measured at each specific period of time.

3.4 How to Overcome Employees' Resistance

Although it's common to face resistance when changing the way of work, it still remains a difficulty that organizations face and sometimes suffer to overcome, especially if they do not introduce them in the right way and through proper communication channels across the organization.

The reasons behind the resistance differs from one organization to another thus based on the current situation, the necessary actions are to be taken. The following provides an insight or possible ways to help ease employees' adoption to the anticipated work methodologies:

Chapter 4

RESEARCH METHODOLOGY

4.1 Methodology

- The data in this research will be collected through extensive research on previous theories, excellence module books and surveys.

- I will conduct a survey and have members of a government department in Dubai to respond to it.

4.2 Research Survey

The survey was conducted in one of the government departments in Dubai and the responses were collected from thirty one employees randomly. The survey has been uploaded to an online website, and sent through an online link to employees of that government department randomly.

The following is a detailed description of the survey questions (a copy of the survey is attached to this paper in appendix 1):

Question 1: was a general question to measure the understanding and perception of the concept of excellence before going into more details, it asked "Do you know what Excellence is?"

Question 2: was designed to specifically target the understanding of the excellence model, to collect a better perception of employees' familiarity with the model, it asked "To what extent are you familiar with Excellence Criteria"

Question 3: was added to get an understating of how employees perceive the excellence model and how do they believe in its importance in organizational performance and application, it asked "How do you asses your knowledge on the importance of implementing excellence criteria at your work place?"

Question 4: aimed to confirm the answers we have collected in the fourth question, it asked "To what extent do you prefer to NOT implement/follow excellence criteria at your workplace?"

Question 5: was to gain more clarification on employees' awareness of the model in their organizations, how well were the awareness initiatives taken by the organization effective and well communication to the employees, it asked "To what extent did your organization raise your awareness about Organizational Excellence and its importance?"

Question 6: was designed to measure how supportive managers are from the employees' perspective, it asked "To what extent do your managers provide adequate support for you to better understand and implement excellence criteria?"

 Question 7: was a second part to question 7, to see how employees believe that managers' support is an important pillar when adopting excellence work practices, it asked "To what extent do you believe managers' support is important through the implementation of excellence"

Question 8: finally, asked respondents to the survey about how well their managers set examples to them in term of applying and performing within the new mind-set of excellence practices, it asked "To what extent you consider your managers good examples in implementing and adopting to excellence criteria?"

Chapter 5

RESEARCH RESULTS AND DISCUSSION

5.1 Data Analysis and Result

The survey has been conducted to measure several areas in the implementation of EFQM
Excellence Model in organizations.

It consisted of eight questions and each question was to be answered through a multiple choice
scale from 1-5 where:

(Table 1: Survey answers scale)

1	2	3	4	5
Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied

The following is a detailed description of the survey responses analyses (a copy of the survey is
attached to this paper in appendix 1):

Question 1: "Do you know what Excellence is?"

Answered: 31   Skipped: 0

1	2	3	4	5	Total	Weighted Average
0.00% 0	9.68% 3	19.35% 6	48.39% 15	22.58% 7	31	3.84
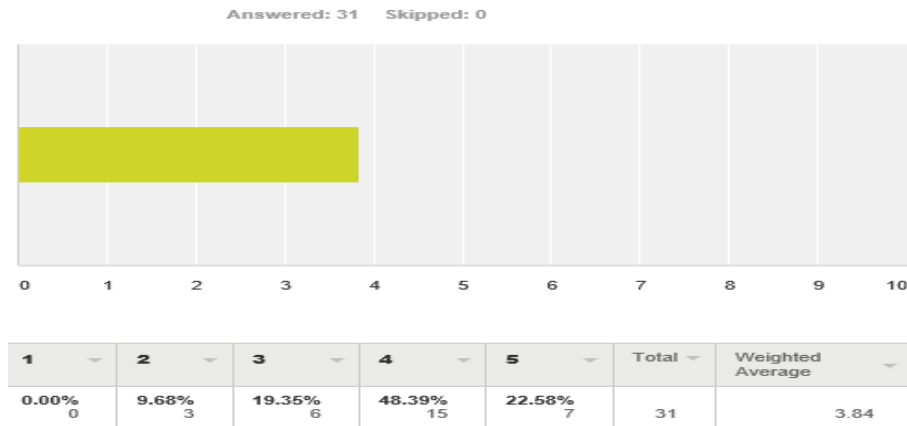
(Figure 1: survey results for Q1)

All thirty one respondents to the survey have answered this question and the weighted average of
their answers was 3.8 calculated by ((1*0) + (2*3) + (3*6) + (4*15) + (5*7))/31

This means that on the pre-designed scale, employees are Neutral to Satisfied, which translates into a fair level of knowledge of the excellence concept across the employees in the organization

Question 2: "To what extent are you familiar with Excellence Criteria"

Answered: 31   Skipped: 0

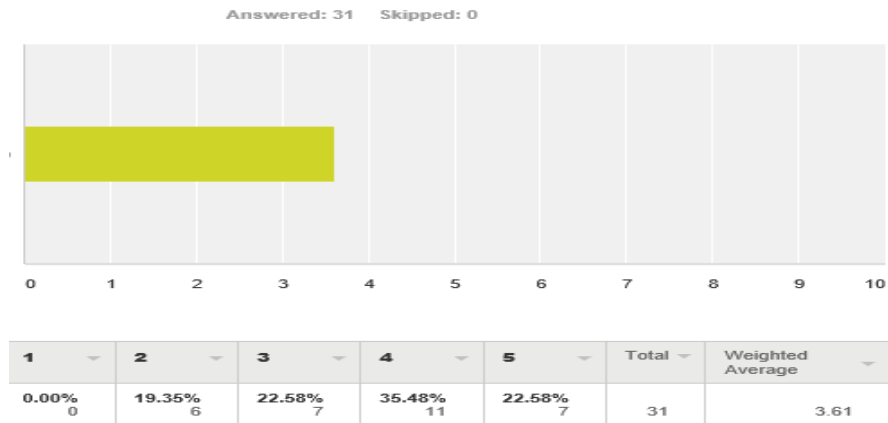| 1		2		3		4		5		Total	Weighted Average	
0.00% 0		19.35% 6		22.58% 7		35.48% 11		22.58% 7		31	3.61	

(Figure 2: survey results for Q2)

All thirty one respondents to the survey have answered this question and the weighted average of their answers was 3.6 calculated by $((1*0) + (2*6) + (3*7) + (4*11) + (5*7))/31$

This means that on the pre-designed scale, employees are also Neutral to Satisfied, giving us an indicator that the organization has spread a certain level of awareness about the excellence criteria across the organization.

Question 3: "How do you asses your knowledge on the importance of implementing excellence criteria at your work place?"

Answered: 31   Skipped: 0

1		2		3		4		5		Total	Weighted Average	
3.23% 1		16.13% 5		12.90% 4		45.16% 14		22.58% 7		31	3.68	

All thirty one respondents to the survey have answered this question and the weighted average of their answers was 3.7calculated by ((1*1) + (2*5) + (3*4) + (4*14) + (5*7))/31

This means that on the pre-designed scale, employees are Neutral to Satisfied, meaning that they are aware of the importance of the application of organizational excellence model to an extent.

Question 4: "To what extent do you prefer to NOT implement/follow excellence criteria at your workplace?"

Answered: 30   Skipped: 1

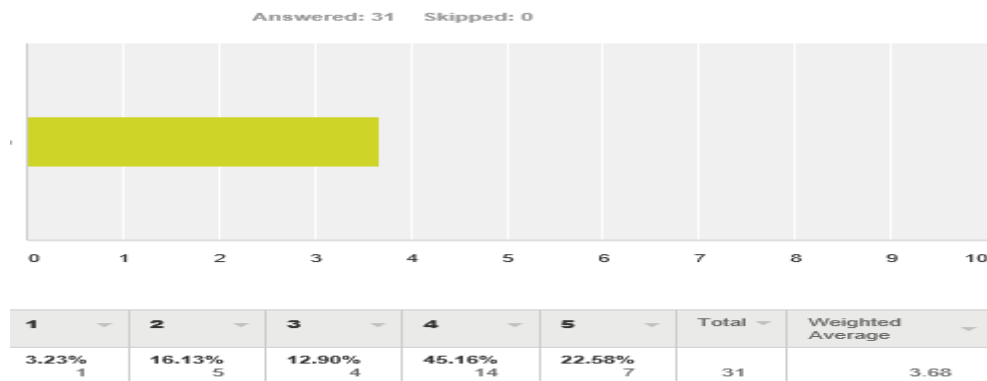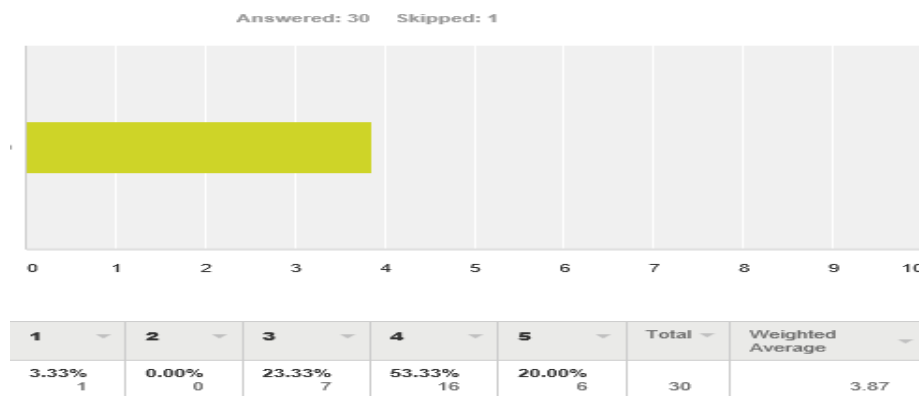| 1	2	3	4	5	Total	Weighted Average
3.33% 1	0.00% 0	23.33% 7	53.33% 16	20.00% 6	30	3.87

(Figure 4: survey results for Q4)

Thirty respondents to the survey have answered this question and the weighted average of their answers was 3.7 calculated by ((1*1) + (2*0) + (3*7) + (4*16) + (5*6))/30

This means that on the pre-designed scale, that the employees are more satisfied than they are Neutral, which means that they rather work without implementing the EFQM Excellence Model at their work.

Question 5: "To what extent did your organization raise your awareness about Organizational Excellence and its importance?"

1		2		3		4		5		Total		Weighted Average	
3.23% 1		25.81% 8		19.35% 6		35.48% 11		16.13% 5		31		3.35	

(Figure 5: survey results for Q5)

All thirty one respondents to the survey have answered this question and the weighted average of their answers was 3.3 calculated by ((1*1) + (2*8) + (3*6) + (4*11) + (5*5))/31

This means that on the pre-designed scale, employees are mostly Neutral in this response, the organization has made efforts of raising their awareness, and however they don't seem to be enough.

Question 6: "To what extent do your managers provide adequate support for you to better understand and implement excellence criteria?"

Answered: 30   Skipped: 1

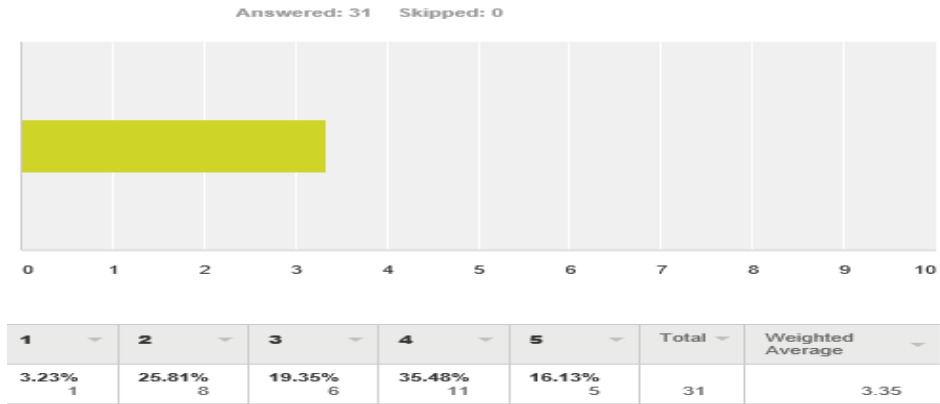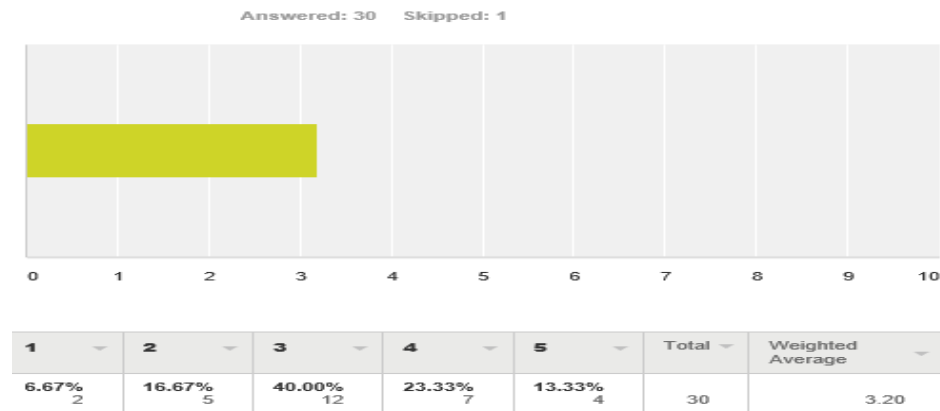| 1		2		3		4		5		Total		Weighted Average	
6.67% 2		16.67% 5		40.00% 12		23.33% 7		13.33% 4		30		3.20	

(Figure 6: survey results for Q6)

Thirty respondents to the survey have answered this question and the weighted average of their answers was 3.2 calculated by ((1*2) + (2*5) + (3*12) + (4*7) + (5*4))/30

This means that on the pre-designed scale, Neutral again, managers are not providing significant support in the process of adopting the excellence model in the organization.

Question 7: "To what extent do you believe managers' support is important through the implementation of excellence?"

Answered: 31   Skipped: 0

1	2	3	4	5	Total	Weighted Average
9.68% 3	9.68% 3	6.45% 2	16.13% 5	58.06% 18	31	4.03
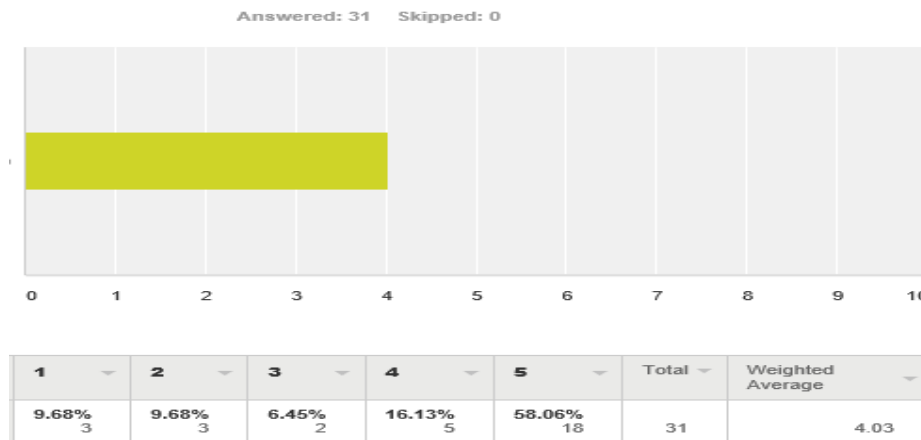
(Figure 7: survey results for Q7)

All thirty one respondents to the survey have answered this question and the weighted average of their answers was 4 calculated by $((1*3) + (2*3) + (3*2) + (4*5) + (5*18))/31$

This means that on the pre-designed scale, that managers' support is an essence that employees need and expect to have in the organization.

Question 8: To what extent you consider your managers good examples in implementing and adopting to excellence criteria?"

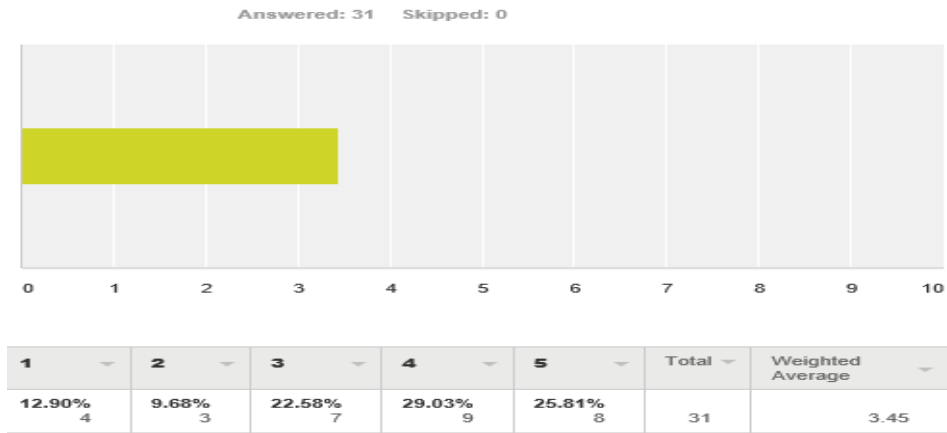| 1		2		3		4		5		Total		Weighted Average	
12.90% 4		9.68% 3		22.58% 7		29.03% 9		25.81% 8		31		3.45	

(Figure 8: survey results for Q8)

All thirty one respondents to the survey have answered this question and the weighted average of their answers was 3.4 calculated by ((1*4) + (2*3) + (3*7) + (4*9) + (5*8))/31

This means that on the pre-designed scale, Neutral to Satisfied, which means that managers are, although not significantly, performing within the excellence criteria conduct.

Chapter 6

CONCLUSION AND RECOMMENDATION

6.1 Research Conclusion

The world is moving forward at a high rate of innovation and improvements and organizations can barely catch up with its fast transition and developments, any delay or laying back in this run would result in catastrophic results and many organizations would get straight out of business as a result of not keeping up. Therefore, and in order to keep up with this race, not only organizations need to develop products and services that meet customers' expectations but also products and services that would exceed those expectations and satisfy them with high end products that are of great quality in addition to an excellence aftersales services. As customers nowadays have many options and different outlets that they can avail what they need from, the competition keeps raising and more suppliers are providing competitive prices, services, products and deals, leaving organization with narrowed options of only having to keep up and evolve rapidly.

In order to achieve the former in delivering end products and services, the efforts must start and excel from within the organization which means that:

- Leadership

The leaders in the organization on all levels are essences of driving the organization towards better performance results, they set the strategies and objectives, encourage employees and secure successful partnership and resources. Leaders' adoption to better work methods inspires employees and subordinates as they set example for them.

Leaders must as well facilitate learning and development initiatives across the organization, to raise employees' awareness, understanding and involvement, which is a fundamental brick in the structure of success.

- People (Employees)

The employees, are the internal customers of the organization, they are no longer perceived as workers or servants to the purpose, but as champions and heroes who carryout business results, drive the organization's ship against the wind and waves and present the future and endearment of it.

In order to achieve the organizational strategy, goals, mission, vision, apply values, strive against challenges and serve customers better, those employees must be involved, empowered and appreciated through different possible initiatives and programs:

- Strategy

The purpose of setting the strategic plan and goals is to plan the path the organization will follow in the coming years and determines the way things should be done and as operational plans and projects cascade down from this strategy, so does the values of the organization.

The strategy should interoperate excellence initiatives and goals, which gives clearer direction for employees to implement the new work methods. When the strategy states certain statements, it becomes the culture of that organization and gives employees a shared mind-set of what they should be doing and how should they be doing it.

Accordingly, when planning to implement new work methods, those of which would be within the EFQM Excellence Model, the organization needs to:

- Get employees on all levels to participate in setting this strategy, whether managers or their subordinates, so they would be later more committed, motivated and encouraged to carry out this strategy.

- Clarify the intended direction of the strategy, make it simple and most importantly clear for all business units, so they would understand it and understand how it links to them and what they can do to achieve it as a team within the organization.

- And assure proper communication of it across the organization and on all levels, not only managers need to know the strategy but also the employees, it should be shared through soft communication such as email, printed on boards and distributed on some walls of the organization and it could also be shared through printing it on giveaways and distribute them to all employees.

- Processes

The EFQM Excellence Model suggests various work methods which covers all elements in the organization, it suggests better ways of doing the work, managing it and thus reporting and controlling results. Therefore, processes need to be elevated when adapting to the excellence model, they are the standard that employees will follow in doing their work and if those processes where set properly, revised and updated regularly, it will make everything easier for everyone in the organization. Less efforts and conflicts will be faced.

It also grants us fundamental data records, as the excellence model suggests, everything should be documented and can be tracked down to the source in order to find errors and fix them or find weaknesses and improve them.

Designing business processes correctly also helps us at later stages, as not only its important when doing the work but also when reviewing business results and also helps for benchmarking purposes, when a company benchmarks results that are measure differently, it would take them longer to prepare their files and review their work in a way that allows comparison, however, if the unified ways have been used and followed in the organization, benchmarking with other best in the market would be much easier and possible, it would save organizations a lot of time and effort and would as well enhance the organization's reputation and with time, it could become a target for other companies in the market to benchmark with it.

6.2 Recommendations

Based on the research and the collected data and the survey results, we came across recommendations to improve the level of not only employees' awareness of the emerging importance of excellence practices but also to understand those practices and their positive impact on the organizational performance and key results.

- As the Government of Dubai holds an annual award program called The Dubai Government Excellence Program "DGEP" where all the government departments of Dubai compete on winning in more than 20 different individual and managerial categories, its recommended that in order to raise employees interest in excellence practices that each department would facilitate their participation and support them and provide them with what it takes to win in this competition, which shall get them more involved in the concepts of excellence.

- Training on the managerial level should be conducted more extensively, not only on the practices of excellence and how to relate them to the daily tasks of the departments, but also to teach the managers on how to become more inspirational to their employees and

how to be better examples. This is one of the main issues that would make employees be more interested in applying the new practices, as seeing a manager refrain from doing certain tasks would definitely lead the employees to refrain as well, therefore, managers need to act and be better examples.

- When setting plans, employees need to always be part of the creation process, not only communicated at the end after everything has been set, as many disagreements might arise, and some might not even be conveyed by the employees which leads to a negative work environment. Therefore and when integrating excellence practices, updating process and redesigning the way work is being carried out, employees must be involved from the beginning. This seems to be a hard task when thinking organizational level, however, this step is more realistic and reliable if it was done on smaller level, where each section manager would have his employees involved, and then the department manager would get the section managers involved, then divisions managers would consult the department managers, until finally everything is set with the input of all level of employees within the organization.

- Create SMART objectives for the employees (specific, measurable, attainable, realistic and time bound). This shall give them more motivation and better understanding of the new approach that the organization intends to apply, as it has become directly linked to each and every employee and this would be default grab their attention and improve their performance in the area.

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Appendix A

<div align="center">**Sample of the survey**</div>

Employees Understanding of Excellence Model & its effect on the Organizational Performance
The purpose of this survey is to measure Employees understanding of excellence criteria and the importance of its application at the organization
Please choose the most suitable answer for each question as per the following criteria:

5	4	3	2	1
very satisfied	satisfied	neutral	dissatisfied	dissatisfied very

Question	1				
	5	4	3	2	1

Do you know what Excellence is?

Question	2				
	5	4	3	2	1

To what extent are you familiar with Excellence Criteria

Question	3				
	5	4	3	2	1

How do you asses your knowledge on the importance of implementing excellence criteria at your work place?

Question	4				
	5	4	3	2	1

To what extent do you prefer to NOT implement/follow excellence criteria at your workplace?

Question	5				
	5	4	3	2	1

To what extent did your organization raise your awareness about Organizational Excellence and its importance?

Question	6				
	5	4	3	2	1

To what extent do your managers provide adequate support for you to better understand and implement excellence criteria?

Question	7				
	5	4	3	2	1

To what extent do you believe managers support is important through the implementation of excellence

Question	8				
	5	4	3	2	1

To what extent you consider your managers good examples in implementing and adopting to excellence criteria?

5	4	3	2	1