Perception Measurement using EFQM Model of Business Excellence

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Abstract

Objectives: This paper is an attempt to suggest some growth strategies by using CII-EXIM Bank Award for Business Excellence which is based on the EFQM Model.

Methods/Statistical analysis: This study is done on a manufacturing company keen to go for quality award. Therefore, this study was conducted to help them in finding out the gaps in the process of enabling the people to produce good results. It is presumed that the people in any organization can give their best only if the enabling factors are present.

Findings: The analyses of responses have lead to the conclusion that in terms of perception gap between M&SS and Senior Managers and above the organization should focus on Organizations role in the community & society (25%), Recreation (21%) and Leadership (18%). Moreover, in terms of perception gap between Associates & M&SS, the organization should work on the Sub-ordinate & Peer relationship (16%), Recreation (15%) and Job security (13%).

Application/Improvements: Considering the ever increasing competition and customer preferences it is very important for the companies to be proactive in redesigning the organization. So through this paper we are trying to analyze the perception of employees regarding availability of such enabling parameters in the organization. It is expected that such gaps would help the organization in identifying the key focus areas which would further help them in improving their performance.

Keywords: Business Excellence, EFQM Model, Perception Measurement, Perception gap, People results

1. Introduction

Because of increasingly dynamic and competitive nature of markets, it is becoming difficult for the businesses to survive and keep up with growth.[1]Therefore it is essential for organizations to accomplish their intended functions effectively and efficiently.[2]Nevertheless redesigning the organization as per the environment is one of the preconditions for achieving performance excellence which should inculcate all relevant aspects with due prudence.[3]Given such conditions, it is also important for organizations to evaluate their competitive and managerial strategies on periodic basis[4]. This would help organizations in exploring weak areas for attending quality and continuous improvement of their performance. In this regard, many organizations have adopted business excellence models that promote the adoption of the best practices and allow adopting the quality strategy of benchmarking of best practices, self assessment and continuous improvement. The organizational excellence model considers certain set of principles, criteria and approaches that facilitate achievement of best results in long term, and therefore providing support in sustainable development[5]. A number of business excellence Models or National Quality Awards (EMs/NQAs) are available in literature which have established certain guidelines and criteria for evaluation and improvement towards organizational excellence, both at national and international levels[6]. The exception is that how each award deals with new trends such as knowledge, technology, innovation management, etc. According to[7]the most popular EMs/NQAs which are widely used by organizations for self-assessment and improvement are the Malcolm Baldrige National Quality Award (MBNQA) in the USA, the Deming Prize in Japan, the European Excellence Award based on the EFQM Model, the Singapore Quality Award, and the Australian Business Excellence Award[8-9]. These models are dynamic in nature and undergo regular review and modification[5].

The present study has been taken forward following CII-EXIM Bank Award for Business Excellence which is based on the EFQM Model. This study is done on a manufacturing company keen to go for quality award. Furthermore, the firm had conducted an internal assessment on various parameters of EFQM model. In this assessment they found that they are possessing good people as enablers but failing to get significant results. Therefore, this study was conducted to help them in finding out the gaps in the process of enabling the people to produce good results. It is presumed that the people in any organization can give their best only if the enabling factors are present. So through this paper we are trying to analyze the perception of employees regarding availability of such enabling parameters in the organization. It is expected that such gaps would help the organization in identifying the key focus areas which would further help them in improving their performance.

2. Literature Review

The literature review is divided in two parts. First part is focused on review of organizational excellence concept and second part is aimed at explaining the base model taken for study.

Models of organizational excellence

Excellence means perfection. The literal meaning of excellence is "Quality of highest order"[10]. But, the term ''Quality'' has different meanings in the management literature and has been variously defined as excellence[11], value[12], fitness for use[13], conformance to specifications[14-15], conformance to requirement[16], loss avoidance, defect avoidance[16], meeting and/or exceeding

customers' expectations[17-18], etc., which show different aspects of quality or excellence. Quality has been considered as the foundation stone of excellence by some scholars; whereas other eminent experts have considered it an immediate need of the business organization[10].

Nevertheless, as organization research progressed, various management theories and models have evolved and been practiced to attain excellence. But such management models are found suitable in a particular environment only. This led to development of other management model to overcome shortcomings of the previous ones. So a number of business models are available in literature for evaluating organizational excellence. According to[7] the most popular EMs/NQAs which are widely used by organizations for self-assessment and improvement are the Malcolm Baldrige National Quality Award (MBNQA) in the USA, the Deming Prize in Japan, the European Excellence Award based on the EFQM Model, the Singapore Quality Award, and the Australian Business Excellence Award[19-21].

Base Model for the Paper

CII-EXIM Bank Award for Business Excellence, instituted jointly by the Confederation of Industry and Export Import Bank of India in the year 1994, is the most prestigious award in India for Business Excellence that an Indian company can aspire for.

The award is based on a comprehensive model focusing on the organization's practice and performance under nine different criteria which are further divided in to thirty two parts. It is not given for specific products or services. To be an Award winner, a company must demonstrate excellence in results with respect to its various shareholders (customers, employees, and society and share holders) through excellence in process and people.

The Award was established to promote the awareness of business excellence as an increasingly important element in competitiveness. Not only does it recognize excellent businesses, but also increases the understanding of the elements critical for business excellence. To accomplish this, the Award promotes information sharing of successful performance strategies and the benefits derived from pursuing these strategies. This model is based on nine criteria. Five of these are 'Enablers' and four are 'Results' criteria cover what an organization achieves. 'Results' are caused by 'Enablers'. In Figure 1 shows the EFQM business excellence model.

[Figure 1]

Objectives

This paper is aimed to achieve following objectives:

   i.   To measure and analyze the perception of the employees.
  ii.   To identify the gaps in the perception of people at various levels of the organizational hierarchy.
 iii.   To suggest some action points for eliminating the gaps and increasing satisfaction.

3. Research Methodology

Since the present study is intended to understand the perception of people about the satisfaction regarding various parameters about the organization, a survey basedresearch would be appropriate. Analysis of data is done using statistical tools like average, percentage etc. For the purpose of calculating gaps the employees are divided into three levels based on their position in

the hierarchy. So, the three levels are top management, middle management and associates working in shop floor. Responses were taken on parameters relevant for the employees at certain level by those who are one level higher.For example, senior level management will give their opinion on parameters relevant for middle one. Thereafter gaps are identified by taking differences in their opinion.

Data Collection

The study involves both primary and secondary source for collecting information. Surveys previously conducted in the plant, self audits, CII EXIM award brochure, website and newsletters of company were reviewed to understand the current position of the company, their key achievements etc. Furthermore based on the secondary research done key parameters important in enabling the employees to work were identified. In all 26 parameters were identified as shown below:

1. Training given to Associates
2. Care taken of your career development
3. Communication with Associates
4. Care taken of personal issues of Associates
5. Communication with Senior Managers
6. Growth opportunities of Associates
7. Involvement by Sr. Managers in decision making
8. Associates involved in decision making
9. Appreciation of recommendations by Associates
10. Discussion of quality issues & concerns with Associates
11. Equal opportunities for Associates to bring out talent
12. Means of recognition for Associates
13. Communication of policies to Associates
14. Information of targets/ strategies to Associates
15. Recreation facilities
16. Healthy & safe work environment
17. First Aid facilities
18. Percolation of survey results
19. Policy deployment
20. Sanctity of Performance Review and Employee Development (PRED)
21. Sub-ordinate & Peer relationship
22. Management of change
23. Corporate Social Responsibility
24. Mentorship
25. Job security
26. Pride to work with the company
27. Instrument used for collecting primary data

The collection of data was done using well structured questionnaires. The items in the questionnaire are based on the parameters identified from secondary research. The sequence of questions are in-line with the sequence of activities that happen when employee joins the organization, for example initially question regarding training is asked, as training is first given when employee joins the organization. Similarly, at the end question regarding job security in the organization is asked. The opinions of the three levels were collected using three separate

questionnaires. The items in all the questionnaires are based on same parameters, but some customization is done at each level to avoid asking irrelevant questions. Moreover, considering the less educated background of associates, the questions that were asked to them did not include any jargons; rather they were framed in a very simple language.

All the questionnaires were based on 5 pointLikert rating scale wherein the respondents were asked to give the degree of agreement/satisfaction on each parameter. One showed absolute disagreement and five showed absolute agreement concerning the given question.

Sampling

As already discussed, the questionnaire was administered at three levels: Senior Managers and above, middle level (named as M&SS in the company) and Associates (technical staff working in the shop floor. Convenience judgment sampling has been used for selecting the respondents for the study. The sample size was a follows:

Senior managers: 8

Middle management: 30% of the total permanent M&SS from all the departments i.e. 30 (excluding HR Department, as HR department itself got the survey conducted)

Associates: 30% of the total permanent Associates from all the departments i.e. 113.

4. Data analysis, Major findings and Discussions

In Summated or Likert- type scale, a particular item is evaluated on the basis of how well it discriminates between those persons whose total score is high and those whose score is low. Thus, summated scales consist of a number of statements or any other indications which express either a favorable or unfavorable attitude towards the given object to which the respondent is asked to react. The respondent indicates his agreement or disagreement with each statement in the instrument. The analysis of the responses is done in the following way:

Initial screening of results

In order to get an initial picture of the responses, percentage responses are calculated for each degree of agreement for all the items. If we look at the response given by senior managers, its major part lies near average agreement i.e. 41.4 %. Their dissatisfaction contributes only 2 % of the total that is contributed by percolation of survey results and the pride they feel to work with Company.

In the responses given by M&SS, most of them show average agreement i.e about 37.2 %. Except responses with average agreement, those with high and low agreement or disagreement level are almost equal.

High disagreement is with the disclosure of survey results i.e. 27.6 %. The company can put their efforts to boost up their satisfaction by working out on the traits in which they are lagging.

The responses of the associates show their high degree of satisfaction. This is a positive aspect for the company as satisfaction is directly related with motivation.

Only 11.6 % of the total respondents disagreed. 18.6 % has given average agreement while 69.8 % shows good degree of agreement. The highest disagreement is with implementation of suggestions, growth opportunities and health and safety conditions i.e. 15 %, 9 %, and 9 % respectively.

Calculation of Cumulative Score

Thereafter, in order to calculate the cumulative score, multiply the number of responses given on each point of the scalewith the numbers assigned to it.This would be done for all the items. Now take the sum of these score of each statement, called as the consolidated score for each statement. This score depicts the respondent's attitude, i.e. if the score for a particular parameter is high this means people are more satisfied with the statement or we can say the level of agreement with the statement is high. In Tables1, 2 and 3 depicts the cumulative score for senior management, middle management and associates respectively.

These scores are further used for comparing the level of satisfaction between various levels and further in finding out the gaps in the perception.

[Table 1]

[Table 2]

[Table 3]

Perception Gap and its comparison

The cumulative score calculated in the previous section shows the satisfaction level of employees and their perception about availability of various parameters in the organization. Thereafter, a comparison would be made between the perception at various levels.

I. The perception has been compared at two levels:

Between M&SS and Associates

Between M&SS and Senior Managers.

II. In order to find out the gap in perception level take the difference of the cumulative score of the two levels, greater the difference more is the difference in their perception or degree of agreement.

III. To calculate the %age Satisfaction: (Cumulative Score/500) * 100, since (500 is the maximum score on the Five Point Scale).

In Tables3 and 4 depicts the perception gap at various levels and Figure 2 shows the graphical view of the same.

[Table 4]

[Table 5]

[Table 6]

[Table 7]

Ranking of traits

The Senior Managers were asked to rank the parameters in order of their importance for the Plant, so that most important parameter gets the highest rank as shown in Table 8.

[Table 8]

Calculation of ranked gap

Two approaches were followed to prioritize the parameters for taking immediate actions. One is calculation of perception gap and second is ranking the parameters in order of their importance. So the parameter immediately taken for the action would be the one with higher plus highest perception gap in comparison with others. In Table 9 and 10 shows the ranked gap for both level of comparisons and Figures3-4 shows its graphical representation.

[Table 9]

[Figure 3]

[Table 10]

[Figure 4]

5. Conclusion

The analyses of responses have lead to following conclusion:

- In terms of perception gap between M&SS and Senior Managers and above the organization should focus on Organizations role in the community & society (25%), Recreation (21%) and Leadership (18%). Moreover, in terms of perception gap between Associates & M&SS, the organization should work on the Sub-ordinate & Peer relationship (16%), Recreation (15%) and Job security (13%).
- The Gap in Facilities (Recreation facilities) was found to be the maximum between M&SS and Senior Managers & above. M&SS might feel the need for recreation because of workload. It could also be related to less communication which leads to boredom for employees.
- M&SS feel there is less existence of mentorship concept in the plant. Involvement of M&SS by Senior managers also has a considerable gap. Both mentorship and involvement can be linked together. More the mentorship concept, more will be the involvement and the M&SSwill have a feeling of belongingness.
- Mentorship is different from training. The sharing of knowledge from Senior Managers to M&SS should be done more frequently & in some planned way.
- A suggestion from one of the M&SS says that mentorship should be done from Grade 6 onwards i.e. from the very beginning M&SS should get clear guidance & understanding of his roles and responsibilities.
- The Corporate Social Responsibilities seem to have lost its face in the last few years. We may form some special committees which would be responsible for the same. The survey depicts that M&SS take pride to work with Company, and if CSR activities take momentum they would also take pride to work for the society as Company employees.
- Transparency in the organization comes when you share knowledge as and when it comes to you. The results of survey done by external agencies give you a clear and unbiased picture of the organization. More the transparency, more the communication, which would lead to better subordinate & peer relationship, which is the utmost important fro the organization.
- Management should strive to promote latest information to the employees so that they might be aware of the crises and problems of the organization as well as of the country and give their time and energy to meet organization goals.

- Associates form 70% of the total strength of the organization. They are highly satisfied on all the traits covered. High satisfaction leads to high motivation, which would lead to high performance and better result.
- It is expected that this research would help the company in understanding the missing links between enablers & results, which may be helpful for the Plant Management to formulate/ amend strategies and policies.

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Figures

Enablers	500 points(50%)			Results	500 points(50%)	
Leadership 100 points (10%)	People 90 points (9%)	Processes 140 points (14%)		* People results 90 points (9%)	Key performance results 150 points (15 %)	
	Policy & Strategy 80 points (8%)			Customer results 200 points (20%)		
	Partnership & resources 90 points (9%)			Society results 60 points (6%)		

Innovation & learning
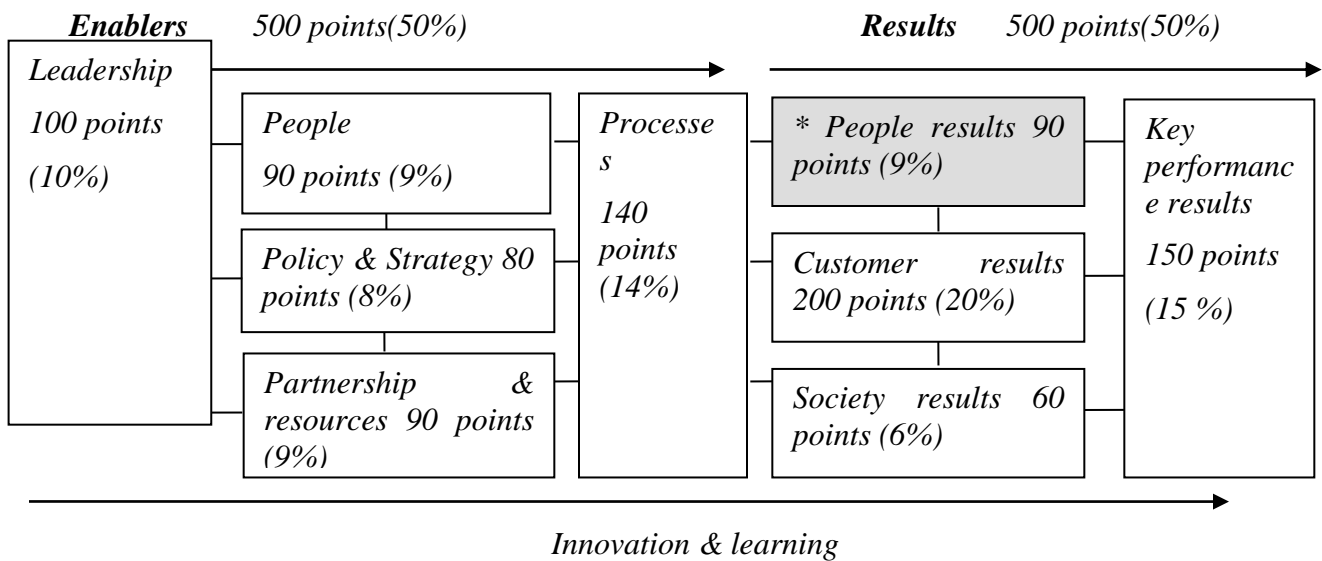
Figure 1: CII – EXIM Bank Model for Business Excellence

Key Factor Captured
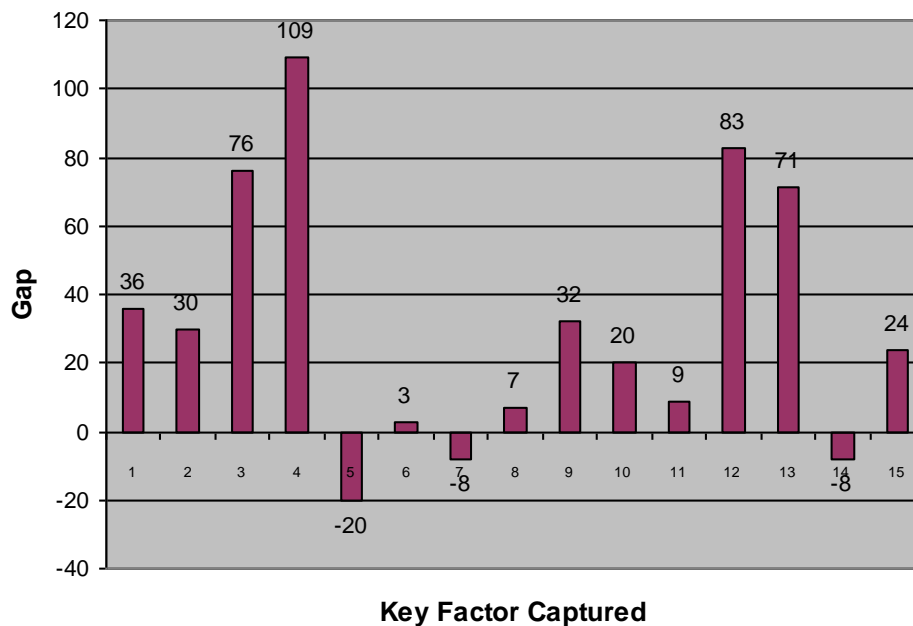
** 1. Career Development & Growth Opportunities, 2. Transparency in Communication, 3. Involvement, 4. Recreation, 5. Healthy & safe work environment, 6. First aid facilities, 7. Percolation of survey results, 8. Policy deployment 9. Sanctity of PRED, 10. Subordinate & Peer relationship, 11. Management of change, 12. Mentorship, 13. Corporate Social Responsibility, 14. Job security, 15. Pride to work with Company

Figure 2: Ranked Gap - Senior Managers v/s M&SS (When the Satisfaction Level of Senior Managers for all the traits/ Key Factors is > 65%)
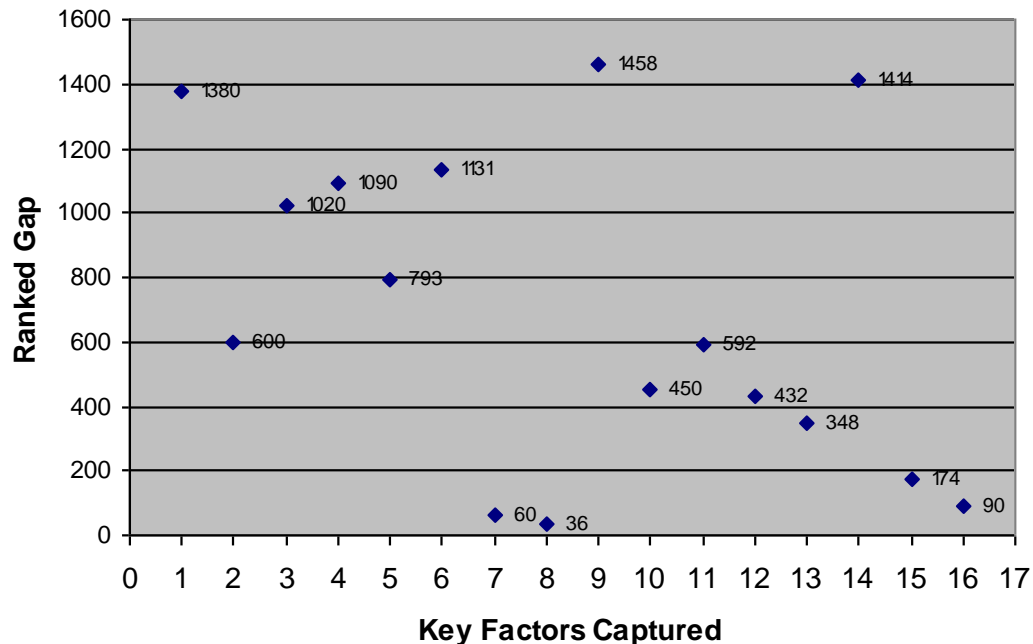
Career development and training (83)* 2.Communication regarding policies (75) 3. Communication regarding work related issues (85) 4. Communication regarding personal issues (80) 5. Involvement in quality issues &concerns(78) 6. Involvement in Decision making at work place(77) 7.Implementation of suggestions (70) 8. Recognition(36) 9.Recreation facilities (79) 10. First Aid Facilities (76) 11. Healthy & safe work conditions (74) 12. Target setting (80) 13. Job Security (85) 14. Pride in working with the organization (89) 15.Equal opportunities (76) 16. Sub ordinate & peer relationship(90) ;Value in () - represents % Satisfaction

Figure 3: Ranked Gap - Associates v/s M&SS (When the Satisfaction Level of Associates for all the traits/ Key Factors is > 65%)

Tables

Table 1: Cumulative Score: Senior Managers

Senior managers & above - Cumulative Score		
Q. No	Key factor captured in the question	Cumulative Score
1	Career Development & Growth Opportunities	329
2	Transparency in Communication	357
3	Involvement	343
4	Appreciation	343
5	Rewards & Recognition	286
6	Recreation	343

Senior managers & above - Cumulative Score		
Q. No	Key factor captured in the question	Cumulative Score
7	Healthy & safe work environment	314
8	First aid facilities	333
9	Percolation of survey results	240
10	Policy deployment	300
11	Sanctity of PRED	329
12	Subordinate & Peer relationship	317
13	Management of change	286
14	Mentorship	314
15	Corporate Social Responsibility	340
16	Job security	329
17	Pride to work with company	371

Table 2: Cumulative Score- M&SS

M&SS - Cumulative Score		
Q No.	Key factor captured in the question	Cumulative
1	Training given to Associates	323
2	Care taken of your career development	293
3	Communication with Associates	321
4	Care taken of personal issues of Associates	290
5	Communication with Sr.Managers	327
6	Growth opportunities of Associates	293
7	Involvement by Sr. Managers in decision	267
8	Associates involved in decision making	297
9	Appreciation of recommendations by	347
10	Discussion of quality issues & concerns	331
11	Equal opportunities for Associates to bring	323
12	Means of recognition for Associates	333
13	Communication of policies to Associates	313
14	Information of targets/ strategies to	329
15	Recreation facilities	234
16	Healthy & safe work environment	334
17	First Aid facilities	330
18	Percolation of survey results	248
19	Policy deployment	293

M&SS - Cumulative Score		
Q No.	Key factor captured in the question	Cumulative
20	Sanctity of PRED	297
21	Sub-ordinate & Peer relationship	297
22	Management of change	277
23	Corporate Social Responsibility	269
24	Mentorship	231
25	Job security	337
26	Pride to work with company	347

Table 3: Cumulative Score- Associates

Associates- Cumulative Score		
Q. No.	Key factor captured in the question	Cumulative Score
1	Training by MVC	415
2	Communication regarding work related issues	423
3	Care taken of personal issues	399
4	Growth opportunities	368
5	Involvement in decision making	384
6	Implementation of suggestions	352
7	Discussion of quality issues & concerns	392
8	Equal opportunities	381
9	Recognition	331
10	Communication of policies	373
11	Monthly targets	401
12	Recreation	396
13	Health & safety conditions	371
14	First aid	380
15	Subordinate & Peer relationship	386
16	Job Security	424
17	Pride in working with company	448

Table 4: Perception Gap- Senior Managers v/s M&SS

Perception Gap - Senior Managers v/s M&SS			
S. No	Key Factors captured	Gap	% Gap
1	Career Development & Growth	36	7

Perception Gap - Senior Managers v/s M&SS			
S. No	Key Factors captured	Gap	% Gap
2	Transparency in Communication	30	6
3	Involvement	76	14
4	Recreation	109	20
5	Healthy & safe work environment	-20	4
6	First aid facilities	3	1
7	Percolation of survey results	-8	1
8	Policy deployment	7	1
9	Sanctity of PRED	32	6
10	Subordinate & Peer relationship	20	4
11	Management of change	9	2
12	Mentorship	83	15
13	Corporate Social Responsibility	71	13
14	Job security	-8	1
15	Pride to work with company	24	4
		536	100%

Table 5: Cumulative Score comparison -Senior Managers v/s M&SS

Cumulative Score – Comparison, Senior Managers v/s M&SS						
S.No.	Key Factor Captured	CS -Sr.	%Satisfaction	CS-	%Satisfaction	Gap
1	Pride to work with Company	371	74	347	69	24
2	Transparency in Communication	357	71	327	65	30
3	Involvement	343	69	267	53	76
4	Recreation	343	69	234	47	109
5	Corporate Social Responsibility	340	68	269	54	71
6	First aid facilities	333	67	330	66	3
7	Career Development & Growth	329	66	293	59	36
8	Sanctity of PRED	329	66	297	59	32
9	Job security	329	66	337	67	-8
10	Subordinate & Peer relationship	317	63	297	59	20
11	Healthy & safe work environment	314	63	334	67	-20
12	Mentorship	314	63	231	46	83
13	Policy deployment	300	60	293	59	7

Cumulative Score – Comparison, Senior Managers v/s M&SS						
14	Management of change	286	57	277	55	9
15	Percolation of survey results	240	48	248	50	-8

** %age Satisfaction = CS/500*100; CS – Cumulative Score

Table 6: Perception Gap- Associates v/s M&SS

Associates v/s M&SS : Perception Gap			
Sr. No.	Traits	Perception Gap	% Score
1	Training by MVC	92	7.35
2	Communication regarding work related	102	8.15
3	Care taken of personal issues	109	8.71
4	Growth opportunities	75	6
5	Involvement in decision making	87	6.95
6	Implementation of suggestions	5	0.4
7	Discussion of quality issues & concerns	61	4.88
8	Equal opportunities	58	4.64
9	Recognition	-2	0.24
10	Communication of policies	60	4.8
11	Monthly targets	72	5.76
12	Recreation	162	12.95
13	Health & safety conditions	37	2.96
14	First aid	50	4
15	Subordinate & Peer relationship	90	7.19
16	Job Security	87	6.95
17	Pride in working with company	101	8.07
		1251	100

Table 7: Cumulative Score comparison- Associates v/s M&SS

Cumulative Score – Comparison, Associates v/s M&SS						
S. No.	Key factor Captured	CS-Associates	%Satisfaction	CS-M&SS	%Satisfaction	Gap
1	Pride in working with Company	448	90	347	69	101
2	Job Security	424	85	337	67	87
3	Communication regarding work related issues	423	85	321	64	102
4	Training by MVC	415	83	323	65	92
5	Monthly targets	401	80	329	66	72

6	Care taken of personal issues	399	80	290	58	109
7	Recreation	396	79	234	47	162
8	Discussion of quality issues &	392	78	331	66	61
9	Subordinate & Peer relationship	386	77	297	59	89
10	Involvement in decision making	384	77	297	59	87
11	Equal opportunities	381	76	323	65	58
12	First aid	380	76	330	66	50
13	Communication of policies	373	75	313	63	60
14	Health & safety conditions	371	74	334	67	37
15	Growth opportunities	368	74	293	59	75
16	Implementation of suggestions	352	70	347	69	5
17	Recognition	331	66	333	67	-2

**%age Satisfaction = CS/500*100; CS – Cumulative Score

Table 8: Parameter ranking

The Senior Managers gave the following ranks to the	
Traits	Ranks
Health & safety conditions	16
Career development and training	15
Pride in working with the organization.	14
Involvement	13
Recognition	12
Empowerment	11
Communication	10
Facilities	9
Leadership	8
The management of change	7
Target setting	6
Appraisals	5
Job Security	4
Equal opportunities	3
Organizations role in the community &	2
Sub-ordinate & peer relationship	1

Table 9: Ranked Gap - Senior Managers v/s M&SS

Ranked Gap - Senior Managers v/s M&SS				
S.	Key factor captured in questionnaire	Rank	Gap(b)	a*b

No		(a)		
1	Career development and training (1)	15	36	540
2	Communication	10		
	Transparency (2)		30	300
	Policy Deployment (3)		7	70
	Percolation of Survey Results (4)		8	80
3	Involvement (5)	13	76	988
4	Facilities	9		
	Recreation (6)		109	981
	First Aid (7)		3	27
5	Health & safety conditions (8)	16	20	320
6	Appraisals	5		
	Sanctity of PRED (9)		32	160
7	Job Security (10)	4	8	32
8	Pride in working with the organization (11)	14	20	280
9	The organizations role in the community & society (12)	2	71	142
10	Leadership (13)	8	83	664
11	The management of change (14)	7	9	63
12	Sub-ordinate & peer relationship (15)	1	20	20

Table 10: Ranked Gap - Associates v/s M&SS

Ranked - Associates v/s M&SS				
S.No	Key factors captured in questionnaire	Weight(a)	Gap(b)	a*b
1	Career development and training (1)	15	92	1380
2	Communication	10		
	policies (2)		60	600
	regarding work related issues (3)		102	1020
	personal issues (4)		109	1090
3	Involvement	13		
	Discussion of quality issues & concerns (5)		61	793
	decision making (6)		87	1131
4	Recognition	12		
	Implementation of suggestions (7)		5	60
	Means of recognition (8)		3	36
5	Facilities	9		

Ranked - Associates v/s M&SS				
S.No	Key factors captured in questionnaire	Weight(a)	Gap(b)	a*b
	Recreation (9)		162	1458
	First Aid Facilities (10)		50	450
6	Healthy & safe work conditions (11)	16	37	592
7	Target setting (12)	6	72	432
8	Job Security (13)	4	87	348
9	Pride in working with the organization (14)	14	101	1414
10	Equal opportunities (15)	3	58	174
11	Sub-ordinate & peer relationship (16)	1	90	90