


EVALUATING THE PERFORMANCE OF PEOPLE IN THE CENTRAL BANK OF IRAQ (CBI) ACCORDING TO THE EUROPEAN EXCELLENCE MODEL

Suzan Abbas Abdullah^A, Iftikhar Ali Hussein^B, Mohanad Kadhim Mejbel^C



ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 21 November 2022</p> <p>Accepted 02 February 2023</p>	<p>Purpose: This research seeks to measure the possibility of applying People Standards (enabling factors) and people results in Standard (results) in the Central Bank of Iraq (CBI), by the EFQM Excellence Model.</p>
<p>Keywords:</p> <p>EFQM Excellence Model; People; People Results; The Central Bank of Iraq.</p>	<p>Theoretical framework: The purpose of applying the EFQM Excellence Model standard in this investigation is to present a self-evaluation framework, allowing strength determination for each organization and establishing those areas where additional enhancements need to be made. Many recommendations are found in the literature concerning the application of the EFQM Excellence Model standard to identify and resolve issues and problem areas within organizational management.</p>
	<p>Design/methodology/approach: We analysed the data for the year (2021) checklist that is collected through visits and meetings with the Total Quality Management Department in the bank, where the bank is working to implement standards for evaluating institutional performance in the bank's departments, in accordance with international standards and experiences, including the (EFQM) model, and is also working to develop standards for evaluating individual performance.</p>
	<p>Findings: The volume of research has been increasing over the past nineteen years, although there are only a few authors, institutions and reference journals contributing to the topic's consolidation and the countries conducting the most joint research in co-authoring EFQM for the largest volume of publications, authors and impact journals.</p>
	<p>Research, Practical & Social implications: We used the suggested model to evaluate people's performance and to investigate the existing gaps between the desired and current situation of human resources within the Central Bank of Iraq. Within the People axis, two of the derived scores met EFQM standards as very excellent. Researchers found that the People Results axis had the lowest score, which indicates that the distance between these regions and the ideal condition is considerable.</p>
	<p>Originality/value: The results confirm the People Standard who got (86%) to be superior to that of the People results Standard who got (36%). The People Standard will contribute in the same way to improving people results; therefore, a balanced approach to developing the people results criterion will allow for the CBI to achieve the best competitive advantage from the EFQM Excellence Model.</p>
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^A Assistant Lecturer at Middle Technical University, Technical Engineering College-Baghdad, 10001 Baghdad, Iraq.

E-Mail: Suzan.abbas@mtu.edu.iq Orcid: <https://orcid.org/0000-0002-9661-4802>

^B Lecturer at Middle Technical University, Technical Engineering College-Baghdad, 10001 Baghdad, Iraq.

E-Mail: eftekhar.ali@mtu.edu.iq Orcid: <https://orcid.org/0000-0003-3646-8054>

^C Lecturer at Middle Technical University, Technical Engineering College-Baghdad, 10001 Baghdad, Iraq.

E-Mail: mohanad@mtu.edu.iq Orcid: <https://orcid.org/0000-0001-5108-5460>

AVALIAR O DESEMPENHO DAS PESSOAS NO BANCO CENTRAL DO IRAQUE (CBI) DE ACORDO COM O MODELO EUROPEU DE EXCELÊNCIA

RESUMO

Objetivo: Esta pesquisa busca medir a possibilidade de aplicação das Normas sobre Pessoas (fatores de capacitação) e os resultados das pessoas na Norma (resultados) no Banco Central do Iraque (CBI), através do Modelo de Excelência EFQM.

Estrutura teórica: O objetivo da aplicação do Modelo de Excelência EFQM nesta investigação é apresentar uma estrutura de auto-avaliação, permitindo a determinação da força para cada organização e estabelecendo as áreas onde melhorias adicionais precisam ser feitas. Muitas recomendações são encontradas na literatura sobre a aplicação do padrão do Modelo de Excelência EFQM para identificar e resolver problemas e áreas problemáticas dentro da administração organizacional.

Design/metodologia/abordagem: Analisamos a lista de verificação dos dados do ano (2021) que é coletada através de visitas e reuniões com o Departamento de Gestão da Qualidade Total do banco, onde o banco está trabalhando para implementar padrões para avaliar o desempenho institucional nos departamentos do banco, de acordo com padrões e experiências internacionais, incluindo o modelo (EFQM), e também está trabalhando para desenvolver padrões para avaliar o desempenho individual.

Descobertas: O volume de pesquisas vem aumentando nos últimos dezenove anos, embora existam apenas alguns poucos autores, instituições e periódicos de referência que contribuem para a consolidação do tema e os países que realizam as pesquisas mais conjuntas em co-autoria da EFQM para o maior volume de publicações, autores e periódicos de impacto.

Pesquisa, implicações práticas e sociais: Utilizamos o modelo sugerido para avaliar o desempenho das pessoas e para investigar as lacunas existentes entre a situação desejada e atual dos recursos humanos dentro do Banco Central do Iraque. Dentro do eixo das pessoas, duas das pontuações derivadas atingiram os padrões da EFQM como muito excelentes. Os pesquisadores descobriram que o eixo de Resultados do Povo teve a pontuação mais baixa, o que indica que a distância entre estas regiões e a condição ideal é considerável.

Originalidade/valor: Os resultados confirmam o Padrão de Pessoas que obtiveram (86%) uma pontuação superior à do Padrão de Pessoas que obtiveram (36%). A Norma de Pessoas contribuirá da mesma forma para melhorar os resultados das pessoas; portanto, uma abordagem equilibrada para desenvolver o critério de resultados de pessoas permitirá que a CBI alcance a melhor vantagem competitiva do Modelo de Excelência da EFQM.

Palavras-chave: Modelo de Excelência da EFQM, Pessoas, Resultados de Pessoas, O Banco Central do Iraque.

EVALUACIÓN DEL RENDIMIENTO DE LAS PERSONAS EN EL BANCO CENTRAL DE IRAK (CBI) SEGÚN EL MODELO EUROPEO DE EXCELENCIA

RESUMEN

Propósito: Esta investigación pretende medir la posibilidad de aplicar los Estándares de Personas (factores facilitadores) y los resultados de personas en Estándar (resultados) en el Banco Central de Iraq (CBI), mediante el Modelo de Excelencia EFQM.

Marco teórico: El propósito de aplicar el estándar del Modelo EFQM de Excelencia en esta investigación es presentar un marco de autoevaluación, que permita determinar los puntos fuertes de cada organización y establecer aquellas áreas en las que es necesario realizar mejoras adicionales. En la literatura se encuentran muchas recomendaciones relativas a la aplicación del estándar del Modelo EFQM de Excelencia para identificar y resolver cuestiones y áreas problemáticas dentro de la gestión organizativa.

Diseño/metodología/enfoque: Se analizaron los datos de la lista de control del año (2021) que se recopilan a través de visitas y reuniones con el Departamento de Gestión de Calidad Total en el banco, donde el banco está trabajando para implementar estándares para evaluar el desempeño institucional en los departamentos del banco, de acuerdo con las normas y experiencias internacionales, incluido el modelo (EFQM), y también está trabajando para desarrollar estándares para evaluar el desempeño individual.

Conclusiones: El volumen de la investigación ha ido en aumento en los últimos diecinueve años, aunque sólo hay unos pocos autores, instituciones y revistas de referencia que contribuyen a la consolidación del tema y los países

que llevan a cabo la investigación más conjunta en co-autoría EFQM para el mayor volumen de publicaciones, autores y revistas de impacto.

Investigación, implicaciones prácticas y sociales: Utilizamos el modelo propuesto para evaluar el rendimiento de las personas e investigar las diferencias existentes entre la situación deseada y la actual de los recursos humanos en el Banco Central de Irak. Dentro del eje Personas, dos de las puntuaciones derivadas cumplían las normas EFQM como muy excelentes. Los investigadores constataron que el eje Resultados de las personas obtuvo la puntuación más baja, lo que indica que la distancia entre estas regiones y la condición ideal es considerable.

Originalidad/valor: Los resultados confirman que el Estándar Personas que obtuvo (86%) es superior al del Estándar Resultados Personas que obtuvo (36%). El Estándar de Personas contribuirá de la misma forma a la mejora de los resultados de las personas; por lo tanto, un enfoque equilibrado en el desarrollo del criterio de resultados de las personas permitirá al CBI obtener la mejor ventaja competitiva del Modelo EFQM de Excelencia.

Palabras clave: Modelo EFQM de Excelencia, Personas, Resultados de las Personas, Banco Central de Irak.

INTRODUCTION

Currently, due to the ever-increasing conditions of a very competitive and globalized market organizations are compelled to not only reactively respond to overcome fundamental challenges, but also to attain long-term success in achieving organizational excellence (Jaeger et al., 2014).

Therefore, in recent years, Total Quality Management (TQM) is one structured process that has become a vital management strategy to achieve the goal of organizational excellence. TQM is defined as a management framework that involves all levels, ranks of employees that assists to maintain and achieve meet a competitive advantage that exceeds customer satisfaction. Statistical process control and the implementation of quality functions are examples of "hard" parts of TQM, whereas "soft" aspects include things like corporate culture, human resource practices, employee engagement and leadership styles (Calvo-Mora et al., 2014).

Organizations have resorted to excellence in quality by introducing better tools and practices for self-evaluation, standard-setting, and continuous process enhancement. Among these tools are Business Excellence Models (BEMs) that are supported by both national and international bodies as a basis for awards. Among these awards, are the EFQM Model (Europe), Malcolm Baldrige Model (USA), and the Deming Model (Japan). All three provide methods and tools for process improvement (Dahlgaard et al., 2013).

The EFQM, initially founded in 1988 by 14 European business leaders, established the European Excellence Model. The European Excellence Model has since become one of the most prominent methods to business excellence countries that have implemented that are effective globally (Al Ameri, 2011). The EFQM Excellence Model is non-prescriptive, meaning

that it does not comprise a set of strict, 'must follow' rules and standards but is more a holistic diagnostic tool for achieving and sustaining organizational excellence. To date, the EFQM Excellence Model has been effectively implemented in a wide range of companies, both large and small, across several nations (Doeleman et al., 2014).

The EFQM Excellence Model was built upon several business standards and consists of 9 criteria and 32 sub-criteria (Hardjono & van Marrewijk, 2001).

The initial objective of the EFQM was to increase one's ability to compete with European companies, the USA, and Japan by assisting organizations to adopt their change management framework (Kaufmann & Şerban, 2011).

Recently, the EFQM has widened its scope to include practically every country in the world as a member or implementer of its model. The EFQM Excellence Model serves as the cornerstone for the foundation's present objective, which is to assist businesses to achieve long-term excellence via learning, collaboration, and innovation (Calvo-Mora et al., 2015).

Authors observe the importance of Human resources (HR) on quality management and based on this resource, an organization can rise to its highest possible levels of performance. The Human Resource possesses unique capabilities to other various resources and without it, an organization will be unable to achieve its goals. All of this entails a concerted focus on an organization's human resources and their needs and desires in creating an appropriate working environment, whilst also being considerate of the human element and providing motivation to bring about the best possible effort. This in turn will lead to performance improvement through the use of policies, procedures, technologies, and programs that serve both the organization and its people (Amos et al., 2009).

This research seeks to measure the possibility of applying People Standards (enabling factors) and people results in Standard (results) in the Central Bank of Iraq (CBI), by the EFQM Excellence Model. Where the two standards comprise a set of sub-activities to recognize the satisfaction of the people with the services provided to them, as well as also to monitor, understand, determine, and improve people's performance.

An additional researcher (Davies, 2008) said that the EFQM model must be fully integrated into an organization's regular management processes for people's motivation and commitment to be major components. Using a case study methodology, through data collection checklists for evaluation, and in addition to in-person interviews, the responses have been analyzed using percentages and arithmetic to establish both strengths and vulnerabilities within CBI, thereby highlighting improvement opportunities to not be overlooked.

The research will examine the capacity of the EFQM Excellence Model to assess people's performance in the setting of this study and to develop recommendations based on the results of the investigation. The research aims to create a quick checklist for assessing people's efficiency in the CBI using the EFQM Model of Business Excellence.

The research is divided into five parts. Part One, the Introduction, presents the input to the topic or issue being studied. The Literature Review forms part two. Part three comprises the Theoretical Base and Model Definition. Part four details the Scientific Framework and includes the process of creating a quick checklist for assessing people's performance. The final section, part five, represents Conclusions and Discussion and consists of an evaluation of the results from part four.

Literature Review

Businesses have historically relied on fundamental models and techniques to achieve excellence, which has been arbitrary and ad hoc in nature, causing new ways to attain business excellence to be developed (Dubey & Lakhanpal, 2019). The EFQM Excellence Model has been utilized as a basis for (TQM) implementation by both corporate executives and academics (Gómez et al., 2017).

When implemented correctly, the EFQM Excellence Model is greatly beneficial to the organization in its quest to achieve sustained superior results throughout (Edgeman, 2018). Any organization or business entity looking to continually improve its performance can successfully apply the EFQM Excellence Model. It permits a thorough analysis of all activities and methods at all levels, involves all employees, and identifies the areas that require improvement. Several revisions and refinements have been made to the model since it was first developed. The model includes nine standards and one significant aspect of the EFQM model is continued improvement utilizing available management techniques and tools. Quality Control Pillars (EFQM), as the underlying factor of enabling excellence, are interconnected with business performance, while taking into account the innovation interceding relationship role (Kafetzopoulos et al., 2019).

Following are some of the advantages of using the EFQM Excellence Model that has been identified: (1) as a tool for self-evaluation, it provides a visual representation of how efficient a company's operations are. (2) The capabilities and performance of the organization are defined in terms of ambitions in terms of the management model for the organization. (3) It serves as a component of organizational self-assessment by identifying the organization's faults and strengths. (4) In addition, it serves as a foundation for comparisons with other sorts

of organizations. (5) It enables an organization in identifying places where it may make improvements (Angeli & Pilava, 2009).

Employee development, competitiveness, and happiness may all be enhanced via the use of the EFQM Excellence Model. As a result, the EFQM Excellence Model is not only a business excellence model but can also be used and deployed as a model for human resource management (Garbarova, 2017).

A performance assessment system that is oriented toward employee development, as opposed to other systems that are oriented toward the fulfilment of objectives, encourages more internalization of the behaviours included in the EFQM Excellence Model, according to the research (Escrig-Tena et al., 2019).

The EFQM Excellence Model supports the advantage of an organization's competitive in two methods: The first is by empowerment utilization, which primarily relates to the internal workings of the organization, providing a platform for competition and productivity in areas such as policies, resources of human, leadership, procedures, and internal organizational operations. The second way is through assessing and modifying the influence of this employees' empowerment, stakeholders and clients, society, and overall performance outcomes (Asadi, 2020).

Eltahir et al. (Eltahir et al., 2019) mentioned in his study on the banking sector that The EFQM model enablers are influence positively the employees' results where employees play vital role in continues development of the organization through their presentation of Initiatives in order to meet the continues and accelerating expectations of their customers.

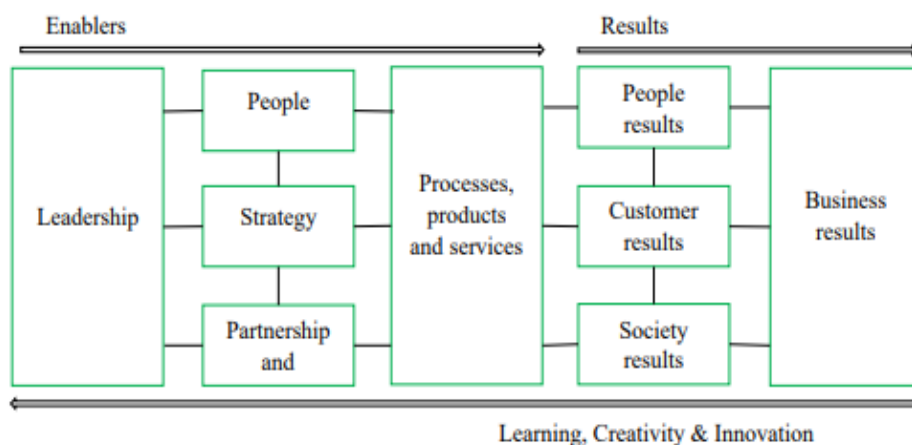
Various investigations have used the EFQM Excellence Model to undertake self-management in various sectors of society, including education (Saraiva et al., 2003) (Tari, 2008), management (Yang et al., 2001), health (Nabitz et al., 2005), tourism (Go & Govers, 2000), social (Olaru et al., 2011), and management (Yang et al., 2001).

RESERCH METHODS

The purpose of applying the EFQM Excellence Model standard in this investigation is to present a self-evaluation framework, allowing strength determination for each organization and establishing those areas where additional enhancements need to be made (Chen et al., 2012). Many recommendations are found in the literature concerning the application of the EFQM Excellence Model standard to identify and resolve issues and problem areas within organizational management (Balbastre-Benavent & Canet-Giner, 2011).

According to the concept, which acknowledges there are several methods to achieve long-term, sustainable excellence in all areas of performance, To achieve performance outcomes, EFQM acknowledges that processes are the method through which a firm or organization harnesses and distributes the capabilities of its employees. The concepts of the full Excellence Model are shown in Figure 1. The best outcomes for customers, employees, and society may be accomplished by ensuring that the strategy, people, relationships, and resources, as well as the processes, goods, and services themselves, are all driven by strong leadership. As a consequence, a culture of learning and innovation is fostered by the enablers, who in turn produce the results (Michalska, 2008).

Figure 1: The Structure and Standards of the EFQM Model Source (Thawani, 2013).



For self-assessments and prizes, the EFQM assigns a weighting for each criterion. They may be adapted to meet the special needs of every given company. To detect any "gaps," the EFQM has developed a model of standards and a review mechanism that organizations may use to evaluate and monitor their performance.

In the UK, the British Quality Foundation (BQF) and the EFQM produce self-assessment standards, including ones tailored specifically for public sector companies.

Many business leaders believe that progress measurement within their organization needs to take place on a rational basis, particularly those who are well advanced in TQM and seeking answers to questions such as, "Where are we now?", "Where do we need/want to be?", and "What do we have to do to get there?" The answers to these questions need to be obtained from the viewpoints of internal employees, customers, and suppliers (Oakland, 2014).

Figure 1 depicts the nine criteria for measuring an organization's progress toward excellence, as illustrated in the Excellence Model. There are nine standards in all, each with a

definition and many sub-standards to follow in their footsteps. An evaluation should take into account the issues posed by the sub-standards (Mi Dahlgaard-Park, 2008).

Foundations creation for the excellence model in the organization

To advance successfully more towards profitability for an organization, it needs to have the correct foundations in place. As with the analogy of a house, the foundations need to first be built for the remaining structure to come about (Cowen & Tabarrok, 2009).

Implementing and establishing an organization excellence model

To setup an exemplary business excellence model, it is important to focus the efforts on two common areas:

a) Creating and providing the excellence model with enablers

Empowerment and enabling factors make up the vast bulk of the excellence model's components. Since all enablers actively participate in the production of goods and services, product quality, cost savings, etc., the major focus and attention of all enablers in the company is on business success and competitive advantage. Focusing on an organization's skills may save it from stagnation and turn it into a competitive one (Asadi, 2020).

- **Leadership:** Organizations that excel in project management possess productive leaders to shape the future and act as role models for the teams they lead. They are dynamic and enable the organization to experience ongoing success (Yaqob Almajed & Ann John, 2019) (Allawi et al., 2021; Mejbil et al., 2021; Mohanad Kadhim Mejbil et al., 2022; Oudah et al., 2021).

All stakeholders important to present and future social and environmental challenges, as well as the management system, must be taken into consideration by an organization's executives who have a strong sense of social responsibility.

- **People:** It is important for firms to actively include and empower their employees when it comes to talks about Corporate Social Responsibility (CSR) and other related activities and planning to effectively release, develop, and manage the potential to its maximum extent of their workforce (Jankal & Jankalova, 2016).

- **Strategy:** When it comes to the way an organization does business, a policy is a collection of rules or principles that serves as a guide for the company's commercial operations. To accomplish its stated goals, the organization prepares ahead to decide the best course of action to take, enabling its major efforts to be focused on achieving predetermined objectives (Cândido & Santos, 2011).

- **Resources and Partnerships:** Excellent organizations manage and plan and coordinate internal resources, external partnerships, and suppliers to support effective operations, strategy, and policy. Resources, managing partnerships, and planning are successfully balanced and aligned to the current and future needs of the organization, the community, and the surrounding environment (Mi Dahlgaard-Park, 2008).

- **Processes, Products, and Services:** As a result, high-performing businesses design and manage their processes in such a way that all stakeholders benefit from them. Improved processes and information about them are disseminated to all relevant parties. The organization's services and products are improved, developed, and designed in line with the current and future requirements of both its customers and stakeholders (Davies, 2008; Gómez et al., 2017; Thawani, 2013).

b) Components of excellence model results for competitive advantage

- **Society Results:** community outcomes are obtained using two indicator categories.

- Performance indicators such as obtaining a license, a certificate, etc.
- Perception indicators such as welfare services, ethical behaviour, information dissemination, etc.

- **Customer Results:** the results are also calculated by two indicator categories.

- Performance indicators such as customer satisfaction levels and customer complaints.
- Perception indicators such as customer relationships, responsiveness, and surveys.

- **People Results:** it is calculated by two indicators.

- Perception indices that link to people's organization action perceptions, such as promotion opportunities, partnerships and collaboration, leadership styles, encouragement, etc., greatly impact their level of satisfaction.
- All of the company's interactions with its customers, employees, and other stakeholders are tracked using performance indicators.

- **Business Results:** Excellent organizations achieve and sustain outstanding results that meet or exceed the needs and expectations of their business stakeholders (Thawani, 2013).

RESULTS AND DISCUSSION

Scientific Framework

This research was applied to the employees of the Central Bank of Iraq, which is a financially and administratively independent body, which works to achieve monetary stability within the country and maintain the financial system in it through a set of tasks undertaken by it, including issuing and managing the Iraqi currency, providing advisory and financial services to the government, formulating Monetary policy and its implementation, including foreign exchange policy. The data for the year (2021) checklist was collected through visits and meetings with the Total Quality Management Department in the bank, where the bank is working to implement standards for evaluating institutional performance in the bank's departments, in accordance with international standards and experiences, including the (EFQM) model, and is also working to develop standards for evaluating individual performance. For employees by conducting statistical questionnaires to determine the level of employee satisfaction and to evaluate this data on a regular basis and to reduce work risks and the percentage of their impact on the work and procedures of the bank. Conducting an annual institutional performance evaluation and developing individual performance evaluation mechanisms and a guide to the competency matrix. Implementation of specialized and training workshops in the field of performance management and institutional evaluation.

This axis seeks to present and analyze the data collected on the realistic employee perceptions of the Central Bank of Iraq by conducting interviews with several managers and workers from within the bank, to know the extent of application and documentation to standards of the Excellence Model by adopting several steps that constitute the following mechanism:

1 - Adoption of the checklists for the European Award standards, issued in (EFQM 2013) shown in Table1 (People) and Table2 (People Results).

2 - To assess the actual reality and identify any differences that exist between it and the degrees of the model standards by identifying actual performance and diagnosing the gaps, strengths, and weaknesses within each criterion. Quantitative expression of the answers will be used in the checklists. Several statistical methods will be applied to analyze the data resulting from the checklists, which are summarized as follows:

A - Weighted arithmetic mean \bar{X} : to calculate the true rate after approximation to apply and document the standards of the model, where the number of times repetition of the answer was considered as a basis in calculating the result and the following formula was used:

$$\bar{X} = \frac{\sum_{i=1}^n W_i f_i}{\sum_{i=1}^n f_i} \quad (1)$$

Where: \bar{X} is a weighted arithmetic mean (the average), W_i is a weights, and f_i represent of frequency. After comparison with the scale paragraphs, it is then possible to determine the level of this standard and to know the number of stages required to reach full conformity with the model, i.e., application and complete documentation.

B - The percentage of each standard: that expresses the amount of congruence and difference with the model standards, through the following equation:

$$p = \left(\frac{\sum_{i=1}^n W_i f_i}{\sum_{i=1}^n (f_i * 6)} \right) * 100 \quad (2)$$

The number (6) indicates the highest weight on the scale, which represents complete conformity with the model requirements.

C - Establishing the gap rate relative to the actual achieved for each standard, the following two equations were applied:

The actual achieved for each standard results from multiplying the percentage in the checklist for each standard by its degree in the model according to the following equation:

$$A = P * D \quad (3)$$

Where: A is an actual achieved, P is the ratio, and D is the degree standard.

Gap rate: Is expressed as the difference between the degree of the standard in the model and the actual achieved of each standard, as in the following equation:

$$M = D - A \quad (4)$$

M= Gap rate

D - To obtain the achieved percentage and the gap rate, the following two equations will be applied:

$$P(A) = \frac{A}{D} * 100 \quad (5)$$

$$P(M) = \frac{M}{D} * 100 \quad (6)$$

Reflecting on the data about people and their results

The Central Bank of Iraq (CBI) manage, release and develop the full potential of their people at an organisational, team-based and individual level. They promote equality and fairness and empower and involve their people. They care for, communicate, reward and recognise, in a way that motivates staff and builds commitment to using their knowledge and skills for the benefit of the organisation. People take 100 points for the standard. Standard includes 5 sub-standards, including:

1a- The strategy of the company is supported by the plans of the people.

1b- People's talents and expertise are cultivated.

1c- People are empowered, engaged, and aligned.

1d- People interact successfully throughout the company.

1e- People are looked for, acknowledged, and rewarded.

These five standards comprise 25 activities, as shown in the (Table1), for the application and documentation of this standard, The Likert scale was used, which consisted of seven options as in the following:

6 - Fully implemented and fully documented .

5 - Fully implemented, partially documented.

4 - Completely implemented, not documented.

3 - Partially implemented and fully documented.

2 - Partially implemented, partially documented.

1 - Partially implemented, not documented.

0 - Not implemented, not documented

Table 1. People

1. People	6	5	4	3	2	1	0
1a. The strategy of the company is supported by the plans of the people.							
Improve human resources strategies, policies, and plans by soliciting input from employees via surveys and other means.	X						
Have identified the minimum standards of performance expected of personnel to accomplish the strategic objectives.	X						
Employees and their representatives should be involved in the development and evaluation of the people's plans, policies, and strategy with new and innovative techniques being used where necessary.		X					
Organizational structures should be flexible enough to facilitate the fulfilment of the strategic objectives.	X						
Plan and manage recruiting, career development, succession planning, and mobility, following relevant policies, to promote fairness and equality of opportunity.		X					

Align the plans of individuals with the organization's strategy, organization structures, new technology, and critical procedures.	X						
1b. People's talents and expertise are cultivated							
Make sure that employees have the skills, tools, and opportunities they need to perform at their peak.	X						
Invest in people's future mobility and employability by enhancing their skills and capabilities.	X						
Observe and encourage employees to improve their performance and level of satisfaction.		X					
Plan for the recruitment, development, and retention of the employees needed to satisfy these demands.		X					
Define the skills, competencies, and people performance levels required to achieve the mission, vision, and strategic goals.		X					
1c. People are empowered, engaged, and aligned							
Encourage people to participate in activities that benefit the larger community.		X					
Encourage its employees to act as ambassadors for the organization's image and reputation by providing them with training and resources.	X						
Encourage employees to think differently and react more rapidly to issues they may encounter by creating an innovative and creative culture and across the business. People should have an open mind and be able to adapt quickly to challenges they may face.	X						
It is important to recognize that innovation may apply to a variety of different areas such as business models, organizational structures, marketing, processes, and goods.	X						
Build an environment where individuals and teams work together toward the same goals, fostering an atmosphere of mutual respect.	X						
1d. People interact successfully throughout the company							
Improve cooperation and teamwork across the value chain by developing a culture of continuous improvement.				X			
Initiate and foster a culture of open communication by making it easier for employees to exchange ideas and best practices.				X			
Maintaining the success of the company requires that everyone knows their role and what they can do to make a difference.		X					
Maintaining an open line of communication requires an understanding of the persons being communicated with as well as the methods and tools they like to employ.	X						
1e. People are looked for, acknowledged, and rewarded							
Embrace and respect the variety of their employees, as well as the markets that they serve and the diversity of the communities.			X				
The goal is to foster a mutual support culture, recognition and caring amongst people and teams.	X						
In today's world of constant connection, expanding globalization, and innovative working methods, it is essential to maintain a good work-life balance.					X		
Recognize and reward individuals for their contributions to progress and innovation.		X					
Pay, benefits, and conditions of employment should be aligned with the company's objectives and strategies.		X					
Weights	6	5	4	3	2	1	0
Frequency	12	9	1	2	1	0	0

Result	72	45	4	6	2	0	0
Average 129/25	5.16						
The percentage 129/25*6	86 %						
Actual achieved	86						
Gap rate	14						

Source: EFQM (2013) and based on central bank data CBI

The results in the checklist for the People standard in the above table reflect that the bank has achieved an average of 5.16 out of 6. This range indicates that the bank has reached the level of total implementation of the sub-standards within the People axis with 86% application from the actual achievement of the standard, meaning that 14 points, which represents the gap rate, are still needed to complete the standard points required within the European Excellence Model. This result can be clarified through the strengths and weaknesses indicated below and related to this criterion as follows:

Strength Points

The percentage of conformity (86%) for the People axis as stated in the checklist in Table 1 is due to:

- Prepare plans for the bank's people resource requirements by the Human Resources department, as per specializations, selecting top student candidates to hire, and following up on promotions for currently employed people.
- Documenting and applying fairness and transparency in granting training opportunities, bonuses, and issues related to transportation and promotions, informing people about them and listening to their responses and opinions.
- People are judged in the bank according to the civil service law, in addition to the state employee discipline law.
- Providing the necessary resources, placing the right person in the right place, and training and motivating all employees.
- Conducting statistical questionnaires to determine the level of people's satisfaction and evaluating this data on an organized periodical basis.
- Reducing business risks and the percentage of their impact on the bank's work and procedures.
- Implementing specialized and general training workshops to develop people's skills.

Weakness Points (Opportunities for Improvement).

The size of the gap (14%), which represents the percentage of non-conformity for the People axis, as stated in the checklist in Table 1, is due to:

- Failure to maintain the necessary pace of global development.

The Human Resources Department is responsible for bringing the bank's management up to speed on all of the latest developments, including both tried-and-true methods and innovative concepts that will help the bank expand.

- Limited searches for information, knowledge, and practices throughout the bank.

- Weakness in creating a healthy and balanced work environment.

- Limiting of teamwork and collaboration via their value chain.

- Weakness in respect to embracing the diversity of people and the communities and markets that the bank serves.

People Results

This criterion is important in achieving outstanding results that meet or exceed people's needs and expectations and are sustainable through a set of relevant perception measures and performance indicators to determine the successful deployment of their strategy and supporting policies, based on people's needs and expectations. This standard takes 100 points. The standard includes two sub-criteria as in (Table 2), they are:

2 a. perceptions

2 b. Performance indicators

Table 2. People Results

1. People Results	6	5	4	3	2	1	0
2a. Perceptions							
Working conditions				X			
Efficient communications						X	
career development and training						X	
Performance management and competency					X		
Management and leadership					X		
empowerment and motivation				X			
involvement, satisfaction, and engagement			X				
2b. Performance Indicators							
Internal communication						X	
career development activities and training					X		

Leadership performance				X			
performance management activities and competency					X		
Engagement activities and Involvement					X		
Weights	6	5	4	3	2	1	0
Frequency	0	0	1	3	5	3	0
Result	0	0	4	9	10	3	0
average 26/12	2.16						
The percentage 26 /12*6	36%						
Actual achieved	36						
Gap rate	64						

Source: EFQM (2013) and based on central bank data CBI

The results in the checklist for the standard of People Results in the above table reflect that the bank has achieved an average of 2.16 out of 6. This rate indicates that the bank has attained a low level of the total and undocumented implementation of the criteria of the standard of People Results with a percentage of 36% application from the actual achievement of the People Results in standard, meaning that 64 points, which represents the gap rate, are still needed to complete the standard points required within the European Excellence Model. This result can be clarified through the strengths and weaknesses indicated below and related to this standard as follows:

Strength Points

The percentage of the match (36%) for the People Results axis in the checklist in Table 2 is due to:

- The speed of response of leaders to the inquiries and requests of working individuals when needed and at all levels.
- Working individuals feel secure in terms of wages and financial benefits.
- The bank is committed to a system of fair evaluation of individuals working, according to the electronic system periodically.

Weakness Points (Opportunities for Improvement)

The size of the gap (64%), which represents the percentage of non-conformity for the People Results axis, as stated in the checklist in Table 2, is due to:

- No documented work procedures that facilitate the work and unify the administrative system in the bank.

- Weakness in the participation of working individuals and their opinions when changing or improving.
- Weakness in creating an appropriate integrated work environment in terms of security, health, occupational safety, and the environment.
- Weakness in activating the work teams system and improvement teams when needed.
- Limited training and professional development programs and methods of measuring the effectiveness of training.

Based on the results of the two criteria, People and People's Results, (Table 3) shows a summary of those results that we use for discussion and conclusion.

Table 3. Results summary

No.	European Excellence Model Standard	Points for each standard	Relative importance	Actual Verified	average	Actual achieved	Gap rate
1	People	100	10	8.6	5.16	86	14
2	People Results	100	10	.36	2.16	36	64

Source: Special detail based on data CBI

CONCLUSIONS

Nowadays, when competitive pressure is too strong and the climate in the financial global markets unstable, only an organization's people can ensure its long-term success, therefore it's critical to invest in their growth.

The EFQM Excellence Model is confirmed in many studies to be one of the best-known European management approaches that can be adopted to improve people's performance. We used the suggested model to evaluate people's performance and to investigate the existing gaps between the desired and current situation of human resources within the Central Bank of Iraq. Within the People axis, two of the derived scores met EFQM standards as very excellent. Researchers found that the People Results axis had the lowest score, which indicates that the distance between these regions and the ideal condition is considerable. Individuals and the outcomes that follow from those individuals are the focus of these standards. This study has yielded the following recommendations for reducing the gap between what we want and what we have:

Motivating the human resource partners and personnel to develop their talents to fulfil the objective of excellence, Industry results in comparisons with equal organizations, Evaluating the human resource, performance satisfaction indices, Considering the staff's complaints, Job personnel security, Measurement of the level of customer satisfaction with

human resources services, Creating equal opportunities for all personnel, Job promotion development.

The gradual changes and immediate changes:

Determining and identifying the personnel dissatisfaction factors, Paying sufficient attention to factors such as job security, welfare facilities, and motivations, Directing individual training and goals toward the human resource management needs, and conforming to the management needs of the employed personnel.

Initiating a process to bring about management and staff participation in improvements, Human resource personnel empowerment and enabling increased decision-making power, relying on systematic data collection approaches such as frequent feedback and polls.

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