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THE ROLE OF EUROPEAN FOUNDATION FOR QUALITY MANAGEMENT (EFQM) IN IMPROVING PUBLIC SECTOR EFFICIENCY AND IT'S IMPACTS ON CUSTOMER SATISFACTION EMPLOYEES RESULTS AND CORPORATE IMAGE

Abstract: *A significant feature of EFQM model is that it provides people with broader and deeper insights into the cause and effect relationships between their organization activities and the results it achieves. This paper aims at determining how the European Foundation for Quality Management (EFQM) is related to the business results of Jordanian public institutions. The research was conducted in greater Amman municipality which encompasses the largest public orgaization in Jordan . The data was collected through questionnaires which were filled by the employees of GAM and contained 43 items, all of which assess how GAM has benefited from the implementation of the EFQM excellence model,. The research sample size was N(379) managers and employees from different departments,and the outcomes of the study reveal that organizations that have implemented the EFQM model and guideline make tangible changes in the efficiency and effectiveness of business outcomes and customer satisfaction in addtion to enhancing the corporate image. However, implementing the model failed to provide significant impacts on the employee's results ,empowerment and participation.*

Keywords: *total quality management, customer satisfaction, employee results, organizations' image, processes EFQM Excellence, public management*

1. Introduction

The fundamental objective behind EFQM Foundation coming to existence was the need to recognize and promote sustainable success and provide guidance to those aiming to achieve it. The model enables people to understand the cause and effect relationships between what the organization does and the outcomes of it. EFQM ,over the past 25 years, has guided many organizations from public and private sectors to improve productivity and efficiency and to strengthen their human capital. However, research on the impact of EFQM on the organizational performance identifies some areas where the model does not appear to be effective. Research has found that there is difference of opinions on the contribution of the Business Excellence Models, particularly MBNQA (Malcom

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Baldrige National Quality Award) and EFQM models, on the impact on the bottom line of the award-winning organizations. This demands a research to better understand the differences in the management practices implemented by award-winning firms to those implemented in the high performing non-participating firms (Garcia-Bernal et al., 2004). Taylor and McAdam (2003) asserted that emphasis on processes within the EFQM Excellence model is predominantly mechanistic by relating processes more with material objects than people issues and knowledge exchange. EFQM does not seem to pay due attention to empowerment, a principal TQM concept, within the model. Silvestro (2001) reported that the EFQM Excellence Model was not feasible with professional services as it is oriented more towards manufacturing domain and there seems to be present a tendency of professional snobbery towards the customer. In addition, there is no adequate research on the impact of EFQM Excellence Model on the corporate image.

1.1. Jordainan public sector challenges

Based on Jordan's competitiveness report published in 2015, ESC (2015) indicates that the number of employees in the Jordanian public sector is the largest in the world given its ratio to the worlds' population. The findings triggered the causes the Jordanian public institutions to encounter many challenges and obstacles in terms of performance, efficiency and business results. Furthermore, customers usually form negative impressions over the level of services in the public sector. In 2002 for instance, the Jordanian government established The King Abdullah II Center for Excellence as the national body for excellence (KACE.jo, 2015). This centre aims at improving the public organizations' performance and improving the customers' impressions with regards to services in the public sector. However, the centre adopted the EFQM excellence model and launched the assessment process of organizations according to five Criteria as enablers and four Criteria as results following scoring sheet form of 100 points. The centre distributed five categories of awards divided into public and private sectors' awards. Since then, many firms both in public-private sectors have embraced this model and utilized it for the attainment of excellence.

The main objective of the establishment of the centre is to focus on the public sector and to provide customers with excellent and quality services. Therefore, the government and other involved agencies must work towards promoting quality systems. After 16 years of applying the excellence concept in Jordan, many leaders in Jordanian public organizations were still sceptical about the ability of the EFQM model to tackle governmental challenges and create a tangible improvement in the business outcomes. This is obvious through the lack of motivation whenever they take part in the excellence award (KACE, impact report, 2014) and the percentage of improvement in each award cycle. This research addressed the role of the European Foundation for Quality Management (EFQM) model in improving the efficiency of public organizations. Moreover, it attempted to measure the extent to which the model affects in increasing the satisfaction of the employees and customers and enhancing the image of public organization within the society.

2. Theoretical backround

The EFQM is considered a practical tool that assists business organizations by indicating their position on the path to excellence while helping them identify their weaknesses and implement improvement measures (Uygur & Sumerli, 2013). The EFQM model was introduced as an outline framework in early 1992 for organizations that assess the European Quality Award. The model is currently utilized across the as part of an organizational framework in Europe and create a yardstick for both nationwide and

local quality recognitions (Eskildsen & Dahlgaard, 2000).The EFQM model emphasizes the role of leadership, corporate strategy and policy. Besides, it factors on the effect on human resources, other than to resources and collisions employed as fundamental presumptions to enhance proper execution of processes. In that respect, the outcome of the processes is identified by the extent of relationship with customers and employees and their relationship with their organizations. As such, it can be considered as the outcomes of its primary activities. The EFQM model looks into principle of continuous development (Sulak & Vacik, 2005). The model is suitable for any group that seeks to continually advance its operations. It creates a complete analysis of the processes and programs that are implemented at all levels and assist in identifying the areas that require improvement (Zavadsky, 2005).

2.1. EFQM & business outcomes

EFQM (2017) creates room for self-assessment as an all-inclusive, systematic and periodic review of an organization's activities and results against the EFQM Excellence Model. Therefore, it signifies self-assessment is a tool for continuous, systematic improvement in an organization. according to Coulambidou and Dale (1995), EFQM significance of providing motivation for the is of significance in the provision of quality process and management of the business. On his side, Hillman (1994) advocates for the involvement of staff and the implementation of best practices. Barnett (1992) explains the self-assessment strategy as a developmental approach in the realization of quality management. Jackson (2001) compared the Radar logic to the Deming and Shewhart cycle of continuous improvement. According to his findings, it is observed that the introduction of the EFQM Excellence Model as a back to front style using Radar, starting with Results, and after that poignant around the Radar cycle without mentioning the EFQM Excellence Model or its criteria.

Bandyopadhyay and Nair (2015) conducted a study in order to comprehend the impact of business Excellence Award models on firms' performances. The study also attempted to understand how the management of major business practices adopted by award winning firms differed from that of non-participating firms with an outstanding performance. The study concluded that there was a gap in the literature pertaining to management practices followed by the award-winning firms. Accordingly, the study suggested that there was research based on the question how management practices and processes followed by Business Excellence Award winning organizations are different and more effective in comparison to management practices and processes followed by non-participating organizations with outstanding performances. Moreover, Porter and Tanner (2004) reported a positive relationship between the Business Excellence (EFQM) model and performance and business excellence frameworks improve top management involvement. A positive relationship also surfaced between strategic agility and performance. The study also found that the strategic agility and business excellence were connected. The findings suggested that organizations that were successful in implementing the Business Excellence model developed the ability to adapt to changes in the business environment especially in the wake of drastic changes resulting from globalization. This capability accrues many benefits to organization's stakeholders.

Garcia-Bernal, Gargallo-Castel, Pastor-Agustin and Ramirez-Aleson (2004) undertook research with a sample of 34 Spanish firms. The firms were grouped based on the extent to which the implemented EFQM model. The study reported that firms with higher level of quality in most of the criteria set by the EFQ model could achieve better outcomes and firms that had secured lowest scores in most of the variables saw worst outcomes. The analysis further

suggested that partial refinements do not improve the results. The findings of this study indicate that there is a difference of opinions on the contribution of the Business Excellence Models, particularly the Malcom Baldrige National Quality Award (ASQ, 2015) and the EFQM models. The two impacted on the bottom line award-winning organizations. Therefore, it demands research to better understand the differences in management practices implemented by award-winning firms to those implemented in the non-participating firms with outstanding performance. Furthermore, there is a need to better understand the impacts of these practices and processes on business performance outcomes. On the other hand, Madan (2010) presented a case study of a nine-year total quality management (TQM), the findings indicated that the implementation of one of the biggest power generation equipment manufacturing in the public sector units in India was targeted at winning the European Foundation for Quality Management Award for Business Excellence.

Van der Wiele et al. (2000) conducted a large investigation of EFQM member organizations. Their results indicated that external support, either from management consultants or from academics were not considered as crucial resource to continue the process of self-assessment after the first training has been conducted. from a different phenomenon, Eskildsen, Kristensen, and Juhl (2001) conducted a survey that involved 756 Danish firms using the EFQM Excellence Model to explore how the importance of different criteria was supposed to be by the business community. The outcome of the study indicated that Danish companies perceived the Enabler block to be more important than the Result block. They allocated around 70 % weighting to the Enablers and a 30 % weighting to the Results. Therefore, it was argued that that this was reasonable as the Enablers generated the results and not the vice versa (Oakland, 1999).

Many authors have reported the drawbacks of the scoring system. Dale, Van Der Wiele et al. (1998) asserted that preoccupation with the scoring system is not in the interest of developing improvement plans. Dale, Zairi, Van der Wiele, and Williams (2000) conducted extensive research on the use of EFQM Excellence Model. They found that there were certain significant problems with points scoring. They reported that many organizations especially those lacking the experience of continuous improvement, were focusing on scoring points against the criteria of award models and thus are oblivious of the fundamental aspects of the technical essence of quality. The authors further stated that quality management, business excellence, TQM, or any other name in the same line, has turned out to be yet another system for organizational control which had to be manipulated and won, and with improvement achieved high scores. Conti (1997) reported that there are considerable risks in scoring. The obsession with number drives companies to get miserably addicted to the number game rather than using self-assessment as a diagnostic tool for improvement. Samuelsson and Nilsson (2002) drew the attention to the suggestion from EFQM that scoring need not be a necessary component of self-assessment. Arcelay et al. (1999) conducted research in Spanish healthcare organizations. Among thirty organizations, three did not evaluate the performance using a scoring system.

2.2. EFQM & custmer satisfaction, employee result and corporate image

One of the primary objectives of excellent organizations is designing and managing processes and systems that help them comprehend, monitor and assess their customer's needs and opinions. These organizations adopt a structured approach to collect valuable customer-related information as well as customer results. EFQM believes that the customer is the ultimate judge of product and service quality and to be customer oriented is a fundamental concept of

excellence (The EFQM, 2012a). Customers' results denote the level of commitment to the mission and the achievement of its vision and what it implies for customers. Organizations that are well known for best practices allocate a substantial amount of time for learning about customer requirements and establishing processes that would ensure that products and services that customers need are fulfilled within the assured parameters of time, cost and quality. The reported outcomes of those efforts form what is called customer result. However, health, safe working conditions, environmental activities, relationship building activities, government and non-government organizations and economic contributions to the society following the EFQM model all have a definite positive impact on the corporate image (Gozuyilmaz & Ozmen, 2013).Organizations develop their information processing capabilities to improve and renew themselves. In doing so, they create learning organizations which show that they are able to translate the outcomes of the measurement and analysis of business processes, the input from customers, other external sources, and the ideas of their employees into real improvements and feasible ideas for renewal. This takes place in line with the development of quality from inspection, quality control through quality assurance to total quality (Hardjono T.W, 1997).

Philips, in the late 1980s, established 'Philips Quality' program inspired by the concept that process improvement had to result in customer satisfaction. Operational units in Philips were evaluated based on this program and learning from these evaluations formed a strong input in the development of the EFQM Business Excellence Model and Assessment Approach. Philips implemented the EFQM model in 1999. On the 18th of June 1993 Bandyopadhyay and Nair (2015), TI (Texas Instruments) Europe business and support-function managers, collectively resolved to dedicate time and resources for business excellence and evaluate the improvement of performance across all organizations using the EFQM model for self-assessment and award application. Various quality initiatives were integrated with the common EFQM framework. With the objective of creating awareness, understanding, acceptance and active participation of all people at all levels of the organization, a holistic communication package in six languages and a score book based on the EFQM program and standards to guide self-assessment was developed. In addition, the EFQM categories, TI restructured their management and formed a European strategic leadership team. Deployment of the EFQM model provided TI with many tangible and intangible benefits (Anonymous Texas Instruments, 1996).

The EFQM model is becoming more and more popular as an organizational framework primarily due to that the model forms the foundation for national and regional quality awards (Eskildsen & Dahlgaard, 2000). Amidst many approaches for sustainable excellence, the EFQM model stands out for its comprehensiveness as it is based on achieving excellence on performance, customers, employees and society through appropriate policies and strategies related to employees, resources and processes (Kaya et al., 2007). The EFQM model embodies the principles of total quality management (TQM), and thus the model is widely applied in Europe for TQM (Yilmaz, 2010). Total quality management and the EFQM model aid each other in sustaining the organizational performance in the highly dynamic market environment (Inan et al., 2010). Toth and Jonas (2012) assessed the intellectual capital and found that the EFQM excellence model is suitable for intellectual capital such as human, the structural and relational capital. In the case of customer results, the customer is considered an intangible asset and its value highly depends on the customer satisfaction. This criterion is assessed from the general image of the organization in terms of competitiveness of its products and the level of quality. The customer quality thus becomes a new source of competition for any organization. The human capital is shared by

its employees with their expertise, skills, reputation and hidden potential.

2.3. Framwork for analysis

Greater Amman Municipality (GAM) is a public self-governing organization, which provides the city of Amman-Jordan with a range of services (up to 40 services) to all divisions of the community with a recognized culture. Of critical concern to note is that it was the first municipal council to have been established in 1914 comprising of seven members in one district. Its main task was summarized in 3 main services 1- health control 2- construction and building, 3- meeting the city demands (building hospitals, disease control, observing the market. In 1988, the organization was renamed to become Greater Amman Municipality. The mission broadened, became clearer and tougher and was translated into 38 tasks. There were four management levels: municipality council which contained elected members of society and top management level in addition to employees and workers levels. In 2003,GAM participated in King Abdullah II award for governmental organizations development. This drove the organization to accredit the model in their activates and implement a new management concept such as management by objective, leadership management, HR management, knowledge management and process measurement management (KPIS) in addition to RADAR methodology. Taking part in such award is mandatory for Jordanian public organizations, and the last participation for GAM took place in 2015.It is noteworthy that GAM is the largest Jordanian organization and an autonomous body that runs the city of Amman and some adjacent regions. GAM has operations in 27 districts with an overall staff of around 18500 employees and 9020 waste collectors (GAM, report, 2016). The population of Amman has increased greatly during recent years, and considerable additional growth is anticipated in years to come. The number of population in Amman is around three million people with an approximate annual budget of around half a billion USD.

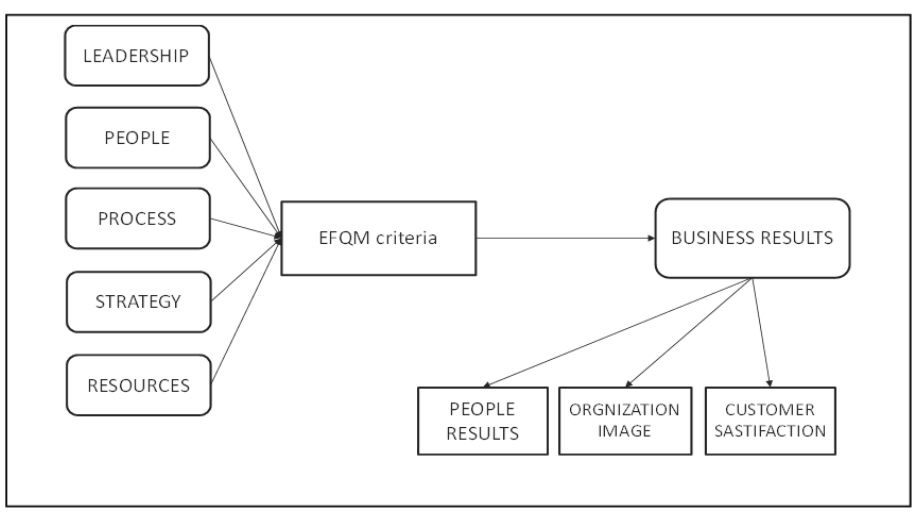

Figure 1. Conceptual research

In this empirical study, the researcher investigated the nine enablers of the EFQM model as independent variables and its impacts on the GAM efficiency and business outcomes by considering the people results, customers' satisfaction and the organization's

image as dependent variables. Based on the research of the conceptual model (figure 1), the following hypothesis is formulated. **H1:** implementation of the EFQM model positively influence the business outcomes of public organization, **$H_{1.1}$:** the implementation of the EFQM model positively improve the customers' satisfaction **$H_{1.2}$**: The results indicated that the implementation of the EFQM model has a positive effect in increasing employees' results and satisfaction and **$H_{1:3}$.** Therefore, the implementation of the EFQM model enhances public organizations' image.

3. Research methodology

Quantitative work is assumable positivism, a research assumption that advocates possible researchers' detachment from the phenomenon under inspection. Fox and Miller (1998) asserted that positivism as a research stratagem that deploy empirical techniques and also utilizes quantitative approaches to formulate logical calculus in a bid to develop and explain existing theory.
The quantitative technique was adopted for this study. Therefore, questionnaires were designed the researcher and distributed to the respondents. The quantitative technique is meant to collect data based on an existing condition. Besides, it is mostly utilized to support the descriptive concepts where the researcher intends to explore a specific phenomenon based on first hand information from the respondents. As for this study, questionnaires were designed to substantiate how the seven elements that are leadership, people, process, strategy and resources influence the business results. The design was deemed as the best alternative to support the study because it increases chances of accuracy while reducing biases.

3.1. Data collection instruments

The survey was employed as the primary technique for data collection. Therefore, the designed questionnaires were distributed to the respondents to assess their level of the knowledge about the Santos-Vijande and Alvarez-Gonzalez (2007). All the questions were designed based on the objectives, research questions and the hypothesis. Therefore, a Likert scale that has five points that were used in the questionnaires. One represents strongly disagree while five is denoted strongly as a way of measuring the construction. The analysis of data was performed using SPSS (statistical program packages). Though the bio-data of the respondents were also sourced for in this study, only the results pertaining to the hypotheses were analyzed recorded and interpreted.

3.2. Population of study & the research sample

The sample size that formed part of this study comprised of all managerial levels in greater Amman municipality with 25000 employees working in GAM. The data was collected through questionnaires which were developed according to Santos-Vijande and Alvarez-Gonzalez (2007), with some modifications to be applicable to public organizations, they were filled by the employees of GAM top management and managers as for the employees, their part contained 43 items; all of which assess how GAM has made use of the implementation of the EFQM excellence model. All the 379 respondents who participated have worked in GAM for the past ten years and therefore have a vast experience in GAM's operations and business processes.

3.3. Reliability and validity

To determine the reliability Cronbach's alpha was conduct to calculate each item in the enablers and results of the research model. (Table 1 in appendix) shows that the Cronbach's alpha for each item was over 0.7 Table 2 shows the Reliability Statistics for Enablers (.885) and Reliability Statistics for Results(.0789), and this indicates high reliability of the scales.

Table 2. Reliability Statistics for Enablers

Cronbach's Alpha[a]	N of Items
.885	25

Table 3. Reliability Statistics for Results

Cronbach's Alpha[a]	N of Items
.789	18

The study observed that most of the employees at GAM are males, but gender sensitivity was regarded when selecting the respondents. 70% of the respondents were of male gender while women made up 30% of the population. Most of the participants were found to be of middle aged, that is, 30-40 years. 49% of the participants had worked with GAM for over 15 years, and 51% had been working with the firm for the past ten to fifteen years. The Majority of the participants, that is, 55% were holders of Bachelor's Degrees and Masters.

4. Discussion

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4.1. Hypotheses testing

Hypotheses' testing was conducted to assess the effect of implementation of EFQM model on business results and efficiency of public institutions. The regression method was used to verify the impact. The analysis in the Table 3 shows the regression was significant where the correlation coefficient was equal (.000), and the Mean Square (.163) which means that the implementation of the EFQM has a significant impact on business results of public institutions and the hypothesis is thus confirmed. The correlations and reliability coefficient analysis (Table 7 in the appendix) shows that the heights correlations between Policy & Strategy in the enablers and organization results (0.83) where the lowest correlations were between people and people results(0.39) which means the implementing of EFQM enablers doesn't have a direct impact on the employee results.

Table 3. Anova result

ANOVA[b]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.163	1	.163	14.813	.000[a]
	Residual	4.149	377	.011		
	Total	4.312	378			
a. Predictors: (Constant), enablers						
b. Dependent Variable: results						

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Table 4 in the appendix shows that the EFQM model implementation positively affected the customers' satisfaction whereas the correlation coefficient was equal to (.003) and the mean Square was (.163). These results are extremely significant, for services in public institutions are monopolistic, and the customer is bound to deal with them and is obliged to resort to a public institution. This means that the enables have improved the way of providing services to customers. Table 5 (in the appendix) investigates the impact of

EFQM enables in improving the employee's results. The results show that the correlation coefficient was equal to (.613) and the R Square (.021) which means that the hypotheses are not confirmed and rejected. Most of the respondents mentioned that the limitation of budgets in the government institutions are affected by reward systems for employees and that there is a reduction in training and capacity building programs, and thus this has a negative influence on the motivation of the employees and empowerment. (Table 6 in the appendix) shows that, the implementation of the EFQM model enhances the public organization image where the correlation coefficient was equal to (.000), and the R Square (.158), which means that the implementation of the EFQM has a significant impact on public organizations' image and the hypothesis is thus confirmed.

5. Results and findings

The findings obtained from this study indicated that GAM had experienced numerous changes in various organizational aspects since it implemented the model of organizational excellence. It is indisputable to say that the EFQM has positively influenced the GAM management techniques. In addition, the results further indicate that the EFQM had positive effects on the management of personnel in this organization, development of policies along with strategies, and utilization of resources particularly the social ones. Further, the findings revealed other areas in the GAM such as customer and Society results were positively influenced.

The respondents also cited that since the GAM began using the EFQM model, it is more focused on the results. Every business process is goal oriented towards achieving better results for the customers, shareholders and the organization. Besides, the GAM no longer wastes time and money in deciding whatever needs to be measured and since the EFQM articulates all this in a manner that is coherent and subtle. Moreover, the model offers guidelines on how to use the derived results and therefore a lot of time and resources are saved. This makes the business operations cost-effective. Furthermore, the engagement with the external stakeholders has considerably improved. GAM is now able to offer their clients quality services within the shortest time possible. The correlations presented in Table 7 in the appendix, all the enablers were found to have a significant correlation to Business Organization Results. While the review indicates that some attempt has been made to clarify on the benefits of EFQM, the study has confirmed that it can be of significant success to the public sector. Besides, varied research published on EFQM indicates that business practices exhibit higher performance with the implementation of the seven enablers. The observable result in the correlation matrix is compared to Gozuyilmaz and Ozmen (2013), who acknowledge that Organizations develop their information processing capabilities to improve and renew themselves. In doing so, they create learning organizations which show that they are able to translate the outcomes of the measurement and analysis of business processes, the input from customers.

Other benefits are that GAM takes part in King Abdullah Excellence Award and they receive in each cycle a feedback report which helps in the identification of the strengths of this organization along with its weaknesses. Equipped with such information, the individuals holding the managerial positions in GAM in collaboration with other staff members have devised approaches of improvement on weak areas in order to maintain a good organizational performance. Before the GAM has implemented the excellence model, there were a number of complaints particularly with Customers who at times were dissatisfied with an individual project or how it was conducted. Luckily, the number of such complaints has largely decreased, and this reveals an improvement in

the trend since the inception of the EFQM in the organization in 2002. A different test, the ANOVA indicated a significant coefficient with a p< 0.5; this shows that all the predictors significantly contributed to the success of the people and the results. Therefore, EFQM is considered as s significant contributor to organizational performance. The study confers to The EFQM (2012a) report indicating that customers' results denote the level of commitment to the mission and the achievement of its vision and what it implies for customers. In that respect, organizations that are well known for best practices that allocate a substantial amount of time for learning about customer requirements and establishing processes. The responses also indicated that since GAM began using this organizational excellence model, it now acts as an organization that is responsible towards the societal and environmental aspects. Construction activities often lead to the degradation of the ecosystem. The EFQM has enabled GAM to understand the value of conserving the ecosystem by utilizing using techniques that are eco-friendly. The management of GAM is now capable of building an organization that is well structured professionally with a strategic focus, and clear mission and vision. Ultimately, the overall business results of this organization have remarkably changed since the implementation of the EFQM.

Considering the success of organizations in the public sector, the study indicates that embracing an EFQM model can that the implementation of the EFQM has a significant impact on public organizations' image. Therefore, a public institution that embraces the EFQM enjoys a streamline of budgets in the especially among areas that have previously been affected due to lack reward systems. For instance, employees' performance can be improved through training and capacity building programs. Van der Wiele et al. (2000) also hold the same opinion when they clarify that external support, either from management consultants or from academics are crucial to the resource that enhances the sustainability of the process of business success. The major problem in the process of the implementation of the EFQM was on how to improve the employee's outcomes. In a companies' survey that was conducted by King Abdullah Centre for Excellence in 2014(KACE report, 2014), found that most of the public workers lack motivation due to the limited budget in public organizations .GAM must consider employees as valuable assets and dedicate more attention to the employees' empowerment and capacity building programs. Furthermore, the absence of a respectable reward system in Jordanian public organizations significantly affects the employees' performance and results.

6. Conclusions

King Abdullah Center for Excellence conducted an impact study in 2014 (KACE report, 2014), to measure the effects on institutions participating in the excellence award. The study concluded that the model had an influence on the winning organizations' performance at a rate ranging between 20% - 30%. This percentage shows that there is an improvement, but does not reflect the expected rate of improvement especially after fifteen years of implementing the model. As observed in this study, an SEM was conducted to analyze the relationship between Enabler and Results in the EFQM Model in Jordanian firms and they found a significant relationship between enablers and Results, however, they recommended that the institutions should consider and pay more attention to all criterion in the model in addition to dealing with the model as one part. Therefore, there are more benefits to implementing the EFQM model on public organizations, and they should consider and pay attention to all criteria in the model and deal with the model as one part. Moreover, they should pay more attention to building the capacity of the employees. The results correlated with the literature review and

pointing to how the EFQM model has impacts on the effectiveness and efficiency of organizations. The implementation of EFQM improved the performance of the organization in addition to enhancing the customer and organization's image. Nevertheless, morale and productivity of the employees were not influenced due to the lack of training programs and reward systems. An empirical analysis of Gutiérrez, Torres, and Molina (2010) pointed out that the EFQM model is required, thorough the implementation of employee training and teamwork. Therefore, building a comprehensive training plan in the model criteria in addition to orientation and induction programs for newcomer employees is necessary to enhance the people's results. Furthermore, the present study suggests that the EFQM model provides the organization with a great opportunity to improve the business outcomes and achieve the best results. It is quite significant cooperation all parts of the model and deal with the model as one component.

6.1. Recommendations

This study has presented some recommendations concerning the adoption of EFQM Excellence Award as one of the quality assessment tools in the public sector. The public sector administration should enhance awareness concept of excellence among the stakeholders by conducting training so as to sensitize the benefits to leaders and staffs. This will enhance the excellent application of EFQM. The management activities should be prioritized, assessed and periodically reviewed to determine their effectiveness as to whether they are in compliance with the EFQM. In essence, all departments should be involved in decision-making activities that affect the organizational leadership on the long run. Finally Employees must be made aware of their strategies and contributions towards the realization of relationships between the organizational activities and the results. In that respect, it would enhance compliance with the EFQM model and thereby increase in customer satisfaction.

6.2. Limitations and future research

A number of methodological limitations are inherited, such as; readers are cautioned to interpret the present outcome in line with the study's limitations. First, the data is collected using a single source of instrument, and in one time. This approach may limit causal inference of the outcome. More specifically, cross-sectional data are prone to common method variance, although a number of control mechanisms and approaches were taken e.g., assurance of anonymity and confidentiality, and statistically we conducted Harman single-factor test. Also, it has to be considered that this study was conducted in Jordan and information was collected from the respondents, some of whom were workers afraid that information could be used to punish them on the long run. However, the researcher assured them that their credentials would be protected. The final challenge emanated from the administration. At first, it was difficult to get the administrations to grant acceptance for the study, but an opportunity was finally offered after the researcher had made an assurance that the information collected was purely meant for an academic study and will not be disclosed to any person.

Future research should investigate the impacts of EFQM in increasing the employee's productivity and engagement in private organizations in addition to the effect of organizational Culture in EFQM Implementation effectiveness.

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Appendix:

Table 1. Reliability Statistics for Enablers and results

Criteria	**Cronbach's Alpha**
Leadership	0.854
People	0.796
Policy & Strategy	0.875
PROCESSES	0.768
PARTNERSHIPS & RESOURCES	0.733
Results	**Cronbach's Alpha**
CUSTOMERS' RESULTS	0.662
PEOPLE RESULTS	0.769
SOCIETY IMAGE	0.745
Business Organization Results	0.780

Table 4. Anova result

ANOVA[b]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.039	1	.039	2.600	.003[a]
	Residual	5.607	377	.015		
	Total	5.646	378			

a. Predictors: (Constant), enablers
b. Dependent Variable: custmer@satisfaction

Table 5. Anova result

ANOVA[b]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.021	1	.021	.257	.613[a]
	Residual	31.561	377	.084		
	Total	31.583	378			

a. Predictors: (Constant), enablers
b. Dependent Variable: people@results

Table 6. Anova result

ANOVA[b]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.158	1	.158	17.556	.000[a]
	Residual	3.556	377	.009		
	Total	3.714	378			

a. Predictors: (Constant), enablers
b. Dependent Variable: org@image

Table 7. Correlations and reliability coefficient, Means &standard deviation

		1	2	3	4	5	6	7	8	9	Mean	SD
1	leadership	**0.85**	0.58	0.72	0.49	0.55	0.54	0.52	0.78	0.83	4.3177	.22249
2	people		**0.80**	0.63	0.49	0.83	0.74	0.39	0.77	0.79	4.2047	.20697
3	Policy & Strategy			**0.88**	0.64	0.85	0.76	0.59	0.83	0.83	4.3546	.12106
4	PROCESSES				**0.77**	0.85	0.85	0.85	0.85	0.85	4.5161	.18752
5	PARTNERSHIPS & RESOURCES					**0.73**	0.70	0.53	0.61	0.44	4.4501	.18607
6	CUSTOMERS' RESULTS						**0.66**	0.44	0.67	0.82	4.4834	.18290
7	PEOPLE RESULTS							**0.77**	0.55	0.81	3.2606	.28905
8	SOCIETY IMAGE								**0.75**	0.78	4.4389	.27000
9	Business Organization Results									**0.78**	4.4549	.18386