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## Designing Evaluation Performance Model for Authorities Counter Meli Bank

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### Abstract

Human resources are among principles of every organization; its performance improvement highly increases organization performance. It is significant for government banks which have great structures, may deal with government cash flow responsibility and their improved plans can help increase the given services to people. So, this present thesis aims at giving performance assessment model which is combination of balance scored card models and European Foundation Quality Management model to achieve an effective approach to assess Bank in charges performance (receipt and payment in charges of the branch). Analyzing strengths and weaknesses of mentioned models, we collect our data by Delphi technique process and three questionnaires prepared by 20 masters of Meli Bank and proficient's, locate under scales of improvement model separately in different landscapes of balance scored cards. To justify the model and determinate variables relations regarding Morgan Table, a sample of 52 Meli Bank staffs of Shahrekord town selected and the questionnaire distributed. To confirm its validity, expertise of 5 professors were required. Gained permanence by kronbakh  $\alpha$  is . / 94. Finally to achieve the aims of research, SPSS and Laiserl software's used to analyze data. Results of factor assessment show a meaningful relation between variables and appropriateness of suggested model. Thus, we can consider important aspects of counter in charges performance achievements by this model.

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### Key Words

Balance scored card, European Foundation Quality Management, performance evaluation, performance improvement.

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## I. INTRODUCTION

Designing good evaluation performance model directs to individual behavior in an organization. There are strength relationships between skills, abilities, knowledge, survival and they find themselves to need to be at national global arena. They should use continuous improvement principle. The principle doesn't find, unless accessing field to that produce by performance imprudent of individuals in an organization. This improvement can be established by getting necessary efficacy from internal and external environment, analyzing strength weakness. And opportunities and threats of organization, responsibility and invitation of customer's satisfaction, establishing using evaluation performance system with suitable pattern[7]. Evolution performance system with suitable pattern help to flexible of goals and programs mission of organizations in present dynamic environment. Evaluating measuring performance developing it need to culturize enhance organizational culture. We dare say, there is relationship between efficient the way of designing evolution performance system for staffs [2].

The evolution are helping to people know their weakness strength they are using the necessary contrivance for efficacy of their tries. The organizations are requiring to knowing their staffs, which they can improve human Forman force position. And this way they increase their products and establish positive changes in their work. Performance evolution is a predictive diagnostic activity. In order to get valid true information, the organization should have a plenary valuable evolution system. The evidence was indicated, the authority of organizations don't generally satisfy by evaluation ways systems for their staffs. The main reason of this unsatisfaction is some different factors such as complexity of evaluation process, existence defects in general evaluation system, inability in designing a general system, non coordination coincidence of evaluation system with (to) reality which cause to efficiency of many evaluation system trouble[6].

More organizations don't have any systematic way for evaluation or using an efficient way for evaluating their staffs. In these organizations evaluation gets superficial perspective expecting results don't get. More usual evaluation ways have quality mental situation and this order cause to unsatisfication of staffs [3]. Banks like other organizations for presentation of more different, faster services to customers existing contest continuing life in spread wave of information and special services development of bank need to evaluation performance of their staffs. The performance evaluation ways of bank's staffs were paten empirical without scientific bankroll and in reason of nonstandard of these ways, heir results aren't reliable.

Organizations at enhancement derivation of their performance management system usually were forgotten this fact which measurement is a science, so in order to suitable use should understand the scientific basis and the base of measurement [4]. One of the available approaches to address weakness of available performance evolution system in organizations is the use of organizations performances. Management patterns which in a extent form is using in organizations. In this way, the easiest way for establishing coherence integration between performances evaluation systems that is by attention to organizations performances management patterns, use suitable criteria remarks in order to evaluate performances of staffs. So, in answer to this problem, we can find the most important goal of research is determination

of key performances remarks of staffs in order to judge about these performances designing evaluation performances patterns of staffs by using balance some and frame work perfect criteria of organizations as on efficient toots to establish coherences between organizations perform evaluation individual [5].

In this research in order to designing a main pattern for performance of staffs, different organizations performance evaluation patterns are considered. Among available patterns in this field, EFQM and BSC patterns are more important many organizations accepted these patterns. A research which was study by kranfield university in 2003 is indicating 46 percent organizations are using a formal performances management proves , 25% organizations are doing basic performances management system in appropriate to a kind of main quality management , 75% organizations are using management system base on balance score card[6].

In Iran, the perfect pattern of organizations at designing national reward use of organizations nation reward of Iran was applied as a main pattern. The frequency of researches indicate a scorn award pattern change to a general technique it was using at different organizations , Many use of both models in all world shows the acceptance of two models . Increasing quality management plans strategic management in organizations, these two models cam connect two field of strategic management total quality management. Using available differences in two way and existence of two models , in fact each model add a new aspect to other model this matter course to more compete conception of organizations processes this natter cause to more complete conception of organizations processes this matter course to more complete conception of organizations processes field of its strategies . Each mode by attention to properties mechanism logic are separated which are designing to use [1]. LaMotte and Carter discussed on separation connection of two models at their paper.

Resemblance of two models can be mentioned in same goals, same ideal, based on etiology, building ability and resulting. Two models help to improve performance.

It's indicated measurement of criteria in perfect model of organization is more than balance score card.However,with some connivance, criterion such as result of staffs and society are located in costumer mode .But balance score card doesn't focused on these two criteria .for staffs ,it focus on improving skills and developing human sources. In other hand, balance score card pay attention to learning and growing, it's a base of success in other mode. Focus of balance score card on strategic goals is more and all of the parts and mode of balance score card by attention to strategic View of organization are setting [8].

In practical, quantity attempts in direction of using composition of two models were done. Someone who are doing this work ,can named some companies such as British Telecom, Natwest life. EFQM criteria are expressed by balance score card, such as below:

TABLE I: DIFFERENCE BETWEEN TWO MODELS OF BALANCE SCORE CARD ORGANIZATIONS PERFECT MODEL [5]

Description	Balance Score Card	European Foundation Quality Management,
Source	Performances evaluation , excitable of value	Total Quality Management
What it produce	A set of main goals relate to each other which having determent remarks or quantity goals in four modes. A set of inventories Which are setting by main criteria and goals.	Sampling, evaluating quality of processes of an organization which produced by evaluation and scoring base on 9 criterion of this model.
Approach of development	Pivotal strategies, pivotal workshop, frequent ,pivotal, hypothesis, cooperation of management group ,view to future. A set of goals and measurements for each organization is unique. A set of criteria and fields of evaluation for all organization is same. Step by step changes of performance.	Pivotal process, Data collection to self-evaluation data collection, pivotal scoring, attention to detail focused on now(present). A set of criterion and fields of evaluation for all same organizations Continuance improvement.
Factors of success	Level of protection and management group. Process in flows which is using in control processes.	Level of protection and management group. Process in flow which is in the daily management.

TABLE II: INTEGRATION MODEL OF BALANCE SCORE CARD AND PERFECT MODEL OF ORGANIZATION [9]

Financial mode	Costumer mode
Business results	Customer satisfaction Effect on society
Internal mode	Developmental mode of organization
Source Processes Nonfinancial business result	Guidance Polities and strategies Management of staffs Staffs satisfaction

## II. METHODOLOGY

This research is a kind of descriptive research. In this research, designing primary pattern did by integration of two patterns, perfect model in organization and balance score card and derivation suitable remarks, So in order to complete designed of model and determination of suitable remarks in staffs, which collected during process of Delphi technique and by designing three questionnaires. Finally, a questionnaire based on some. Remarks provide to determine the appropriate of supposed model. To determine relationship between variables, emphasized analysis was used. In order to analysis data, Lizeral and SPSS software's were used. In making pattern process, because of using Delphi technique, sampling was done us a good and judgable. In this process, by attention to conditions, Facilities and goals of research, 20 persons were selected among professors of university and specialists of bank in order t0 gritting views about

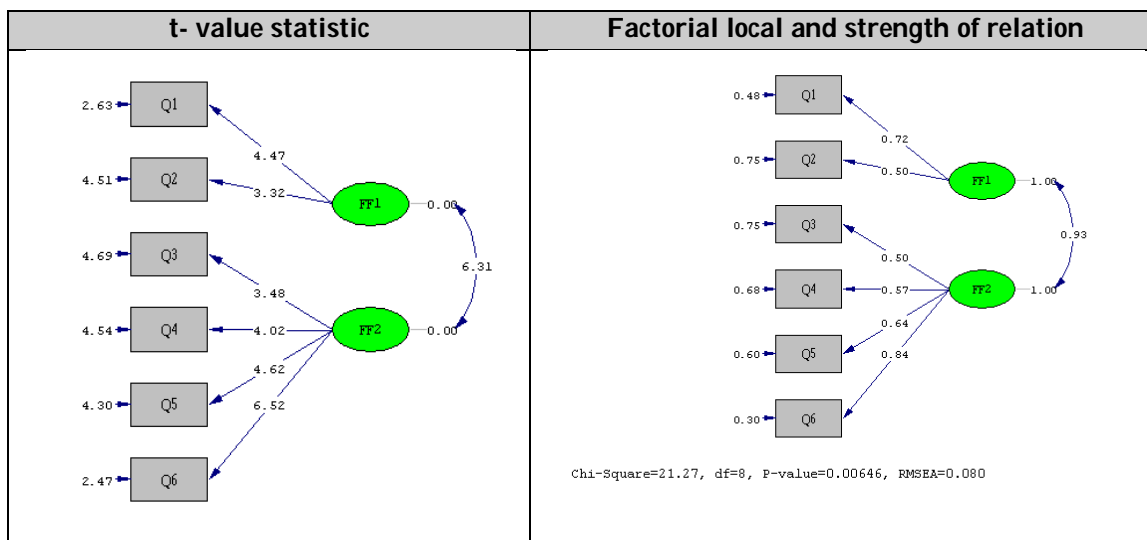
primary model and making model. To determine appropriate of model from bank's staffs in Shahrekord city which were 60 persons, based on Morgan tables 52 persons were selected and Sampling was done randomly. In this research to emphasis questionnaires, we use ideas of 5 professors. Tools of measurement in different levels are regulation and finally its validity was emphasized by some professors. In order to validity of questionnaire, we used Cronbakh  $\alpha$ . Gained Stability by Kronbakh  $\alpha$  is. / 94.

In research process based on integration pattern of balance score card and perfect model of organization, balance score card is a basic pattern and criteria of perfect model of organization used in balance score card frame work, Daring process of Delphi techniques, suitable remarks and components were exploited which finally it was codified by four mode of balance score card, 18 component, 59 remarks. The results of statistical tests were indicated, there are a meaning full relationship between four bodies of research of research. In following, results of structure equations were proposed separately.

### III. FINDINGS

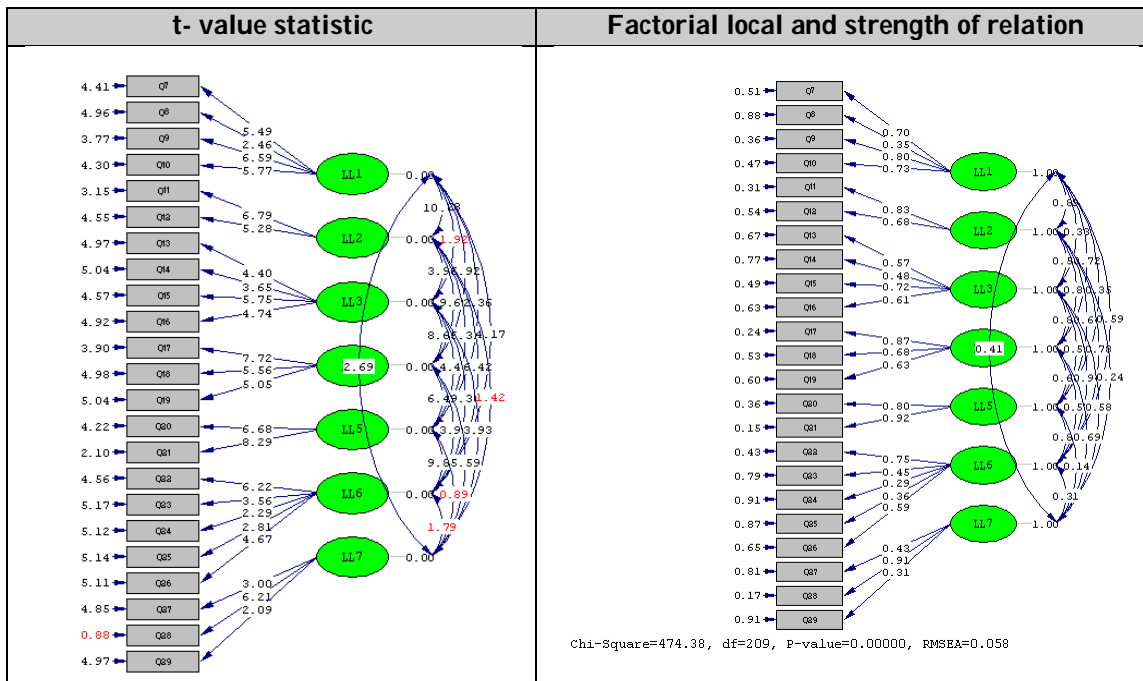
Considering financial Mode: this mode includes criteria of key results, Function of perfect model in organization.

FIGURE I:- T- VALUE STATISTIC AND STRUCTURAL MODEL OF FINANCED MODE



The result is indicating all correlation is meaningful. Growing and Learning Mode: this mode includes Leadership scales, public policy, staffs the results of perfect model in staffs of organization. In leader field, role of individual is very important in doing mission and values of bank. In public policy fell role of individual in access goals and strategies of bank is very important. In staff's field, role of individual in imprudent necessary merits of bank, role of individual in co-relation between staff and bank is very important. In result field of staffs, role of individual in enhancement self learning attempt of individual in doing good behavior of job and attempts of individual in enhancing results of job is very important.

FIGURE II: STRUCTURAL MODEL AND T-VALUE STATISTIC



Growing and Learning Mode: about growing and learning mode , attempt of individual except of in doing good behavior of job is 1.76 and role of individual in doing mission and values of bank is 1.92 and role of individual in flowing goals and strategies of bank is 1.42 other components are are having meaning full relationship and the relations are showing more relations are meaning full.

Internal process of business mode: This mode includes criteria of source and internal process perfect model of organization. In source field role of individual in relation between bank and costumer partners and deputies of society, role of individual in identifying facilities and using it, role of individual in managing information and knowledge are very important. In process field roles of individual at inventory process and designing processes of banal and role of individual in designing productions and services for costumer are very important. The results indict, there are meaningful relations.

FIGURE III: STRUCTURAL MODEL AND T-VALUE STATISTIC OF INTERNAL PROCESSES MODE OF BUSINESS

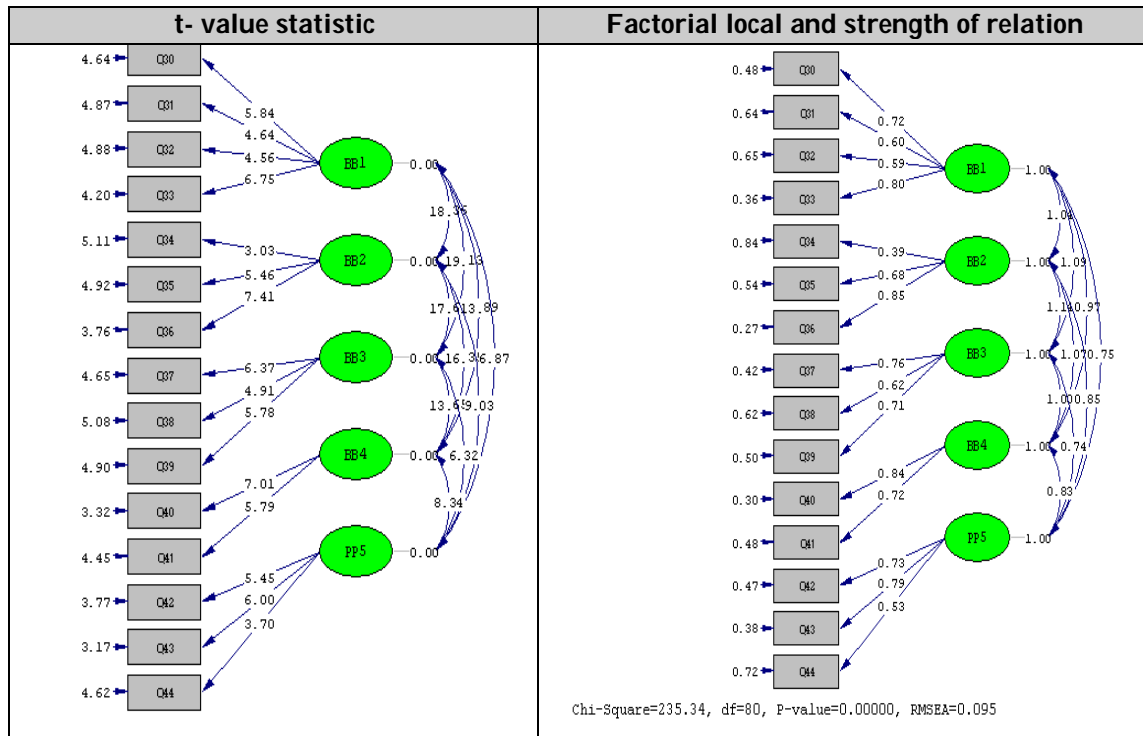
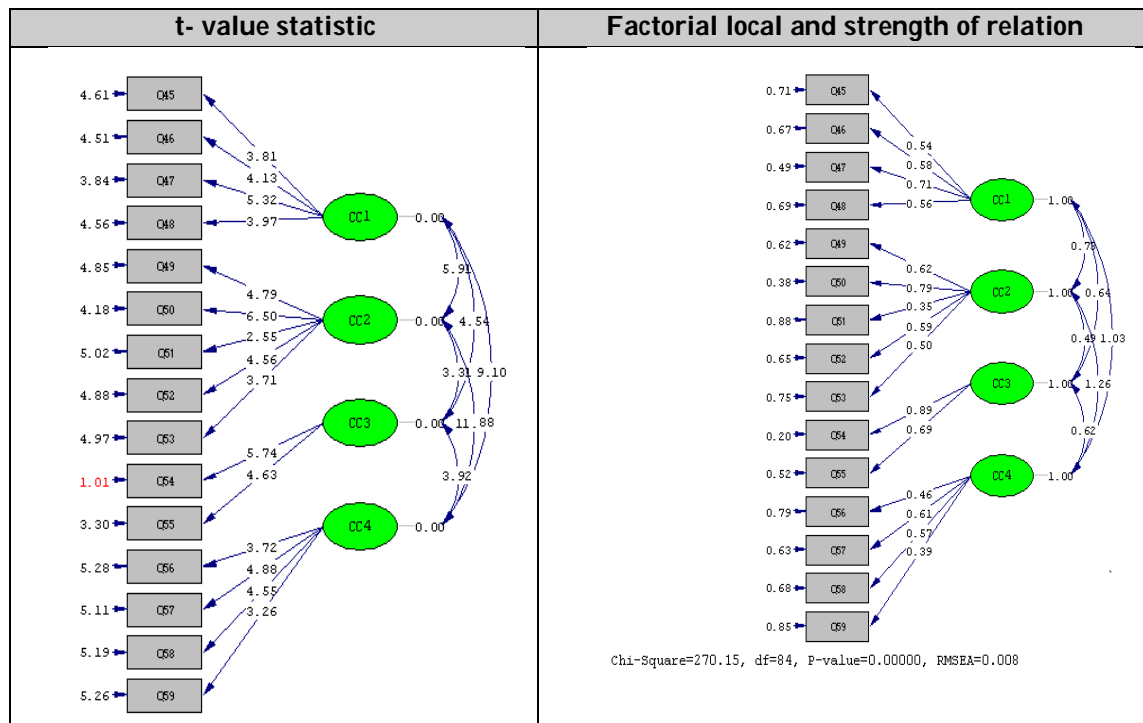


FIGURE IV: STRUCTURAL MODEL AND T-VALUE STATISTIC OF CUSTOMER MODE



Customer Mode: this mode includes result criteria of customer and result of perfect model of

organization. In field of costumers results , role of individual in improving bank image for customers , role of individual to increase satisfaction of costumer from productions and services , attempts of individual in order to maintenance of costumer are very important . In society field role of individuals to improve bank image for costumer role of individual to improve function of bank as on authority citizen are very important.

The results are indicating, except remark of regard social values and norms which is 1.02 and there is not meaning full, there are meaning full relation between others relationship.

#### **IV. DISCUSSION AND CONCLUSION**

Suggestion pattern had a total and systematical view to evaluate function of staffs. Some properties of this model are more flexibility and increasing and decreasing remarks appropriate to needs of special politics in each organization. So, we can use balance score card by remarks including sub criteria of perfect model in organization as an optimum model to evaluate function of staffs. Also, by attention to identify role of individual to increase satisfaction of costumer, it's necessary we pay attention to it speedy the most important duty of staffs is getting services to people. Of Course to use this model, other researches should perform, such as:

- Performing model of designing and considering reflex of its results
- Using other functional patterns of organization to evacuate function of staffs
- Finding sub-criteria of total and standard integration model to use in all level of banks staffs.

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