



Evaluating institutional performance according to European Excellence Model (EFQM 2013) and its impact on the intellectual capital investment

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Abstract- Like many governmental organizations, Iraqi Ministry of Justice suffers from not following an advanced scientific approach. It is subject to applied and field studies in the performance evaluation process. Therefore, performance is evaluated inaccurately. It is reflected in identifying realistic strengths and weaknesses. It leads to poor treatment of weaknesses properly. It also leads to the failure of the strategic development process that takes place after the performance evaluation step. So, this study aims to provide assistance to decision-makers in the ministry researched in the strategic development process. It is done by evaluating performance according to international methodologies, using the European Excellence Model of the European Foundation for Quality Management (EFQM 2013). The ministry's failure was to adopt an internationally recognized model for assessing the level of its institutional performance. It reflects negatively on determining the level of that performance. So, it is an attempt to address weaknesses and strengthen strengths by evaluating the leadership axis and the strategy axis and its impact on investing intellectual capital as a mechanism of improvement. They were included in the strategies of the Ministry of Justice's strategic plan (2018-2022). The questionnaire derived from the criteria for the first Excellence Model was used. Ruby (the axis of leadership and the axis of strategy) and also included the criteria for investing intellectual capital as a mechanism to improve performance. A set of conclusions were reached, the most prominent of which is that there is a statistical correlation relationship with positive significance to the management of excellence in the investment of intellectual capital. The management of excellence (leadership and strategy) has a strong significant influence on the intellectual capital in the researched ministry. The study concluded with presenting a set of recommendations, including the benefit of the European Foundation for Quality Management model in the Iraqi state institutions. It adopts adopting it as an institutional framework for applying the principles of excellence in performance. There was a need to pay attention to investing in intellectual capital as an effective mechanism for improving the performance of the researched ministry and government institutions in general.

Keywords: Institutional Performance, (EFQM 2013), Investment, Intellectual Capital

I. INTRODUCTION

Iraqi Ministry of Justice is one of the sovereign ministries in the country. It enjoys great importance in achieving (a safe and stable legal environment, automated and distinctive justice services that guarantee and protect human rights). It is stated in its strategic vision contained in its strategic plan (2018-2022). So, the evaluation of this performance is of great importance to both decision-makers on the one hand, and researchers in scientific institutions on the other side alike. Work to develop performance to reach the highest levels of quality and excellence through the Ministry's adoption of a global model of approved models for quality and excellence management. It comes in the forefront of the European Foundation for Quality Management (EFQM) model. The research included the methodology of the study including (the study problems, objectives, its importance, the procedural outline of the study, the procedural definitions, the limits of the study, the study methodology, the study population, data collection methods, and statistical methods and tools).

II. LITERATURE REVIEW

1) The concept of institutional performance

Despite the commonness of the concept of organizational performance employed in the academic literature, it is hard to define since it has several meanings. Therefore, this concept is not welcomed universally. The definitions that dealt with the concept of performance varied according to the directions of researchers. Although the performance concept is characterized by being hard to be defined, specialists in this field ascribe many meanings to the concept of performance. It includes: that the company's performance is compared to its goals and objectives. Organizational performance is understood as results. The actual or actual outputs of the organization as measured against the intended output of that organization (Almatrooshi, 2016), performance indicates success. It is the outcome of an (action). It is a procedure occurring at a specific time, in other different approaches, performance denotes a case of

competition for the organization that has got to efficiency level and effectiveness, ensuring a viable market in a competitive marketplace. Performance concept and value one are an impeccable synonym for effective management and up-to-date organizations (Gherghina, 2009). The researcher can define the institutional performance as: it is the effect that the organization undertakes during a specific period of time, which is evident in its internal or external environment and must be characterized by being measurable and determinable, so that the organization can know the extent of its contribution to achieving its goals and objectives.

2) Evaluation of institutional performance

Performance consideration is known as the work measurement. Its outcomes employing the measure used to know both of the quantity and quality required accurately without personal judgments and vague evaluation criteria. Others define it as the attempt to control the outcome of an employee's work. Instead of focusing only on performance outcomes and the level of compensation, it seeks for creating better working conditions. It finds experienced management groups and successfully develops employees. They entirely enable the organization to ensure motivation to high levels and work satisfaction among the employees. The performance consideration is identified as the process of recognizing, monitoring, measuring and developing human performance in organizations (Al-Sinawi, 2016). Specialists express signs as conceptual technologies that define the important matters in evaluation and to what extent those elements are. So, the indicators of performance are the virtual actors of standard institution buildings. Other professionals in this aspect think that the indicators of performance are of statistical criteria that represent a measuring degree of performance of both of the pedagogical institution or programs of training on a specific quality dimension. Additionally, indicators of performance probably show numerical values employed to measure a thing that is hard to quantify. They are characterized by simply administering statistics that it includes a point of reference, such as a benchmark or a "comparator". The Research outcomes regarding the indicators are defined on the assumption that indicators of performance directly mediate between objectives and outcomes. Furthermore, quality in addition to performance should distinguish the whole institutions whether public and private, particularly pedagogical establishments. Subsequently, performance turns into the main goal of the whole society (Gherghina, 2009).

3) The European Excellence Model, EFQM

The studies dealing with the evaluation of institutional performance have acquired an advanced position in the priorities of management thought scholars because of their great impact on the success of organizations of various types and directions. It is so because of their direct input into the process of achieving the desired goals that these organizations seek to achieve. There are many mechanisms that help organizations in evaluating their performance, the researcher will be exposed to the most important four mechanisms, namely (Deming Prize, Malcolm Prize, Balanced Scorecard, European Excellence Model (EFQM, 2013). It represents a framework for organizations evaluation for the European Quality Award. It aims to develop awareness of the importance of quality in the intense global market (Kim, 2009). It is the response to questions: How is an organization distinguished? What are the goals and concepts that follow? What are the standards that govern those organizations? At the present time, most of the countries that rely on these models have presented some national and regional awards. These motivate institutions and companies to achieve them Excellence, development and wealth creation: The Deming Prize in Japan, the Prize in the United States of America and the European Quality Award established by the European Foundation for Quality Management. It is known as EFQM. These are three major awards in three important economic forces in the late 1990s. Century, and among these types, EFQM is the most general and accepted worldwide. It has been a model for many countries in designing these awards (Zamani, 2014). It is considered a model of excellence EFQM. It is a comprehensive diagnostic tool to maintain excellence (Lun, 2017). The E-F-Q-M model of Excellence established in the period of 1988 by means of 14 of the largest European companies and appears at the moment as one of the supreme basic and noticeable models meant at describing excellence in an organization. This model is a tool for self-evaluation and a strategic weapon as an initiator for forming an integrated strategy. It is the association amongst strategic management and business excellence and it leads to better flexibility and performance (Lo'pez, 2015). It is a comprehensive model [one of the quality management tools] that ensures Long-term success. This form is a self-assessment tool. Organizations use this tool to create a balance between the resources allocated and their business plans. It was found that this model was more successful in the private sectors than in government institutions (Zamani, 2014). The EFQM Model of Excellence is the most popular and extensive reference once presenting and improving a TQM system. Such a model defines the strategy of the organization and lets managers understand the cause-and-effect ties that exist between what the organization does (empowerment criteria). The results achieved are (outcome criteria) (Mora, 2014). The EFQM model provides a practical context for the effective implementation of TQM in any type

of organization. It is presently employed by more than 800 organizations across Europe continent. EFQM is centered on 9 criteria, assembled into two parts, five empowerment criteria (leadership, people, strategy, partnerships and resources, processes, products and services), and four outcome criteria represented in (individually results criteria, customers' outcomes criteria, community and business outcomes). Enabling factors represent the way the organization operates, results focus on the accomplishments of organizational stakeholders (EFQM 2013). The EFQM Excellence Model is a management context for achieving and maintaining outstanding levels of performance that meet or exceed the expectations of all stakeholders. The EFQM Excellence Model can be implemented through a set of three integrated components: "Basic Concepts of Excellence", "Model Standards", and "Radar Logic" (Bolboli, 2015). The EFQM model consists of nine main components. The total score for these items is 1000. The weights assigned to the items determine the weight that is placed on that item. It may be affected by recent global trends. The criteria consist of enablers and outcomes, with five criteria classified as enablers and four criteria classified as outcomes. Enabling factors represent how the organization functions, and outcomes focus on the accomplishments of investors (the organization beneficiaries) and to what extent can be measured and targeted (EFQM, 2013). The effectiveness of the approach is evaluated by five enablers to see if the organization's goals and performance are defined to achieve appropriate results (Soltanifar, 2015):

1- *Leadership (10%)*: Distinguished organizations possess leaders who shape, shape and fulfill the future, and serve as models of role for their values, ethics, and stimulating confidence continually. It is stretchy, supporting the organization to get ahead and arrive in a timely manner to warrant the continuous achievement of the organization (Uygur, 2013).

2- *Strategy (10%)*: Excellent organizations make a process of implementation by making use of their mission and vision through rising a strategy that focuses on stakeholders. Policies, plans, objectives and processes are developed and published to implement the strategy (Jankal, 2016).

3- *Human Resources (10%)*: Excellent organizations assess their people and make up a culture that permits the mutual benefit of organizational and personal goals. They can progress the competences of their people and support justice and equality. They attempt to show caring, communicating, rewarding and values, in a motivating way, build commitments and enable them to make use of their personal skills and background knowledge for the benefit of the organization.

4- *Partnership and Resources (10%)*: Excellent organizations try to achieve planning and managing external partnerships, suppliers and inner resources for supporting their strategies, policies, and efficient operation of operations.

5- *Processes, Products, and Services (10%)*: Excellent organizations design, manage and improve processes, products, and services to generate increased value for customers and other stakeholders.

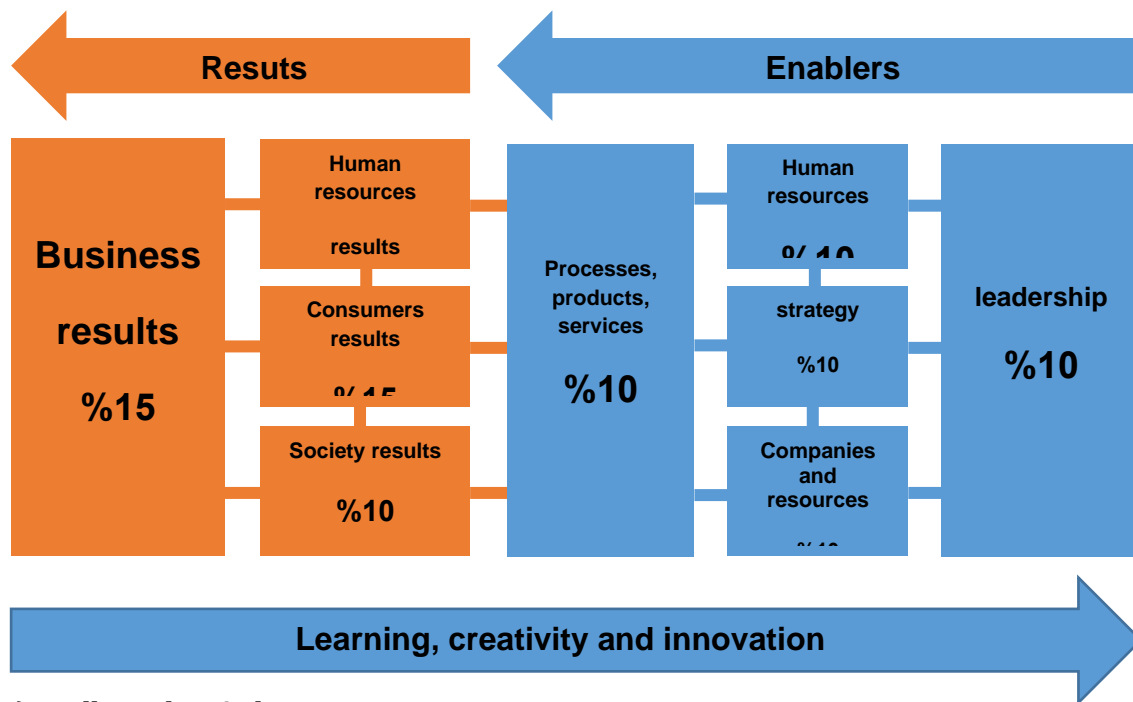
As for the outcome criteria, it is the assessment of whether goals have been achieved through performance tracking and monitoring (Soltanifar, 2015).

1. *Human Resources Results (10%)*: Organizations achieve outstanding and maintain outstanding results that meet or exceed the need and expectations of their human resources.

2. *Client Results (15%)*: Excellent organizations accomplish and maintain outstanding outcomes meeting or exceeding the needs and anticipations of their customers.

3. *Community Outcomes (10%)*: Organizations make an achievement excellent and maintain outstanding results meeting or exceeding the need and expectations of relevant stakeholders within the community.

4. *Business results (15%)*: organizations attain excellent and maintain exceptional outcomes which meet or exceed the requirement and stakeholders' anticipations in their business (Akkucuk, 2017).



4) Intellectual capital

In nowadays understanding economy, creating value considerations is at the heart of each activity that leads to sustainable competing advantage. Activities of Value-creation are further than those traditional activities that only cause physical capital through engaging events which make developing intellectual capital. Knowing and measuring the creative activities of knowledge is becoming increasingly important in nowadays economy. This recognition process and measurement one will support organizations to determine how routine activities and several different activities lead to intellectual capital (Nazari, 2014). Therefore, the evaluation and management of intellectual capital is crucial for any organization (Basile, 2009). The concept of "intellectual capital" has been presented by "Galbraith in 1969" at one time in the field of business and economics. In the beginning, intellectual capital was considered the difference between book value and market value of organizations. It shows that different backgrounds researchers attempted to provide a detailed description of the concepts of "intellectual capital" in their own words. Nonetheless, no agreement noticed the detailed description of intellectual capital (Ali, 2018). Intellectual capital is known as an imperceptible advantage combining the knowledge of the entire organization: the knowledge possessed by the employees (human capital) and the set of the organization's processes and the knowledge of the customer. (Structural capital) It complements the actual physical capital of data and information. It is the intellectual capital that creates the organizations potential for future growth, future success, and future profits (Pasher, 2011). Many practitioners point out that intellectual capital consists of three components: human capital (That consists of the experience components, know-how components, capabilities components, skills components, and experiences of human members of the organization (structural capital). It embraces systems, networks, policies, culture, channels for distribution and other 'organizational capabilities' established to come across the requirements of marketplace). Relational capital (which includes communications that people outside the organization make, their loyalty, market share, level of return orders, and similar issues) (Kok, 2007).

The human capital component: human capital or assets as a store of understanding, in addition to skills and ability exemplified in the ability to implement functions aimed at producing economic functions. Human capital represents the knowledge, skill, creativity, and common ability of the individual company's employees to fulfill the task assigned to them. It also includes the company's values and culture and its philosophy (Engstrom, 2003). It has been described by human capital specialists "skills and knowledge" that people have attained through education and previous skill. Human capital has been defined by several definitions where human capital is the understanding, competencies and effectiveness. Workers only have that when inclined to depart the organization. It shows the employee's knowledge, skills, ability and experience. Those employees build intellectual capital by their own ability, attitude and own intellectual agility. Ability includes skills and education, while positions cover behavioral ability to work employees. The components of human capital represent: (knowledge, skill, skills and experience of employees,

creativity and innovation capacity, know-how and recent experience, teamwork competence, employee flexibilities, motivation and satisfaction, specialization education) (Ali, 2018)

Structural Capital component: Structural capital contains all stores of inhuman understanding organizations. It is defined as the hardware, software, databases, organizational structure, patents, trademarks, and all organizational capabilities that support employee productivity. It includes process guides, strategies, routines and anything that has more value to the company than its material value. It described structural capital as what is left in the company when employees return home at night. If the organization has poor systems and procedures to track its actions, then total intellectual capital will not reach its fullest potential (Engstrom, 2003). It includes the enabling structures that allow the organization to use the intellectual capital properly. Such structures vary from a perceptible aspect to the imperceptible elements. Patents, series of copyrights, trademarks, databases, and software systems all are provided by the organizations which are processes to intangible things like incorporating culture, liability, competence and trust among employees. Emphasis on structural capital consisting of internal capital, including intellectual property, management philosophy, company culture and operations administrative, information, network systems, and financial relationships. Traditionally, it is stated that structural capital "includes the processes and procedures that constitute an employee's intellectual input." (Ali, 2018)

Relational Capital Component: Relational capital refers to all the resources associated with an organization's external relations such as customers, suppliers, etc. Capital of relationships is mere knowledge incorporated in a tie with any stakeholder that impacts corporate life. Relational capital is "a collection of different types of relationships such as market relations, power relations, and cooperation". They affirm that the inclusion of relational capital is sturdy levels of knowledge, faith, relationship and cooperation amongst partners of strategic alliance. Thus, it has connection stocks, interactions, relationships, proximity, kindness, and honors between the company and its upstream suppliers, downstream clients, strategic partners or external stakeholders. External capital that has trademarks, customer and buyer satisfaction, company names, circulating water channel, business cooperation agreements or cheap price agreements. Elements of capital relationship: (buyers' relationships, dedication and contentment, generalization of relationships and agreements, links with other partners and stakeholders) (Ali, 2018).

III. METHODOLOGY

Research problem: Some questions are raised: What is the performance evaluation mechanism in the Ministry of Justice (the research community)? Does the ministry follow modern international standards for evaluation that enable it to diagnose the strengths and weaknesses in its performance? What are the improvement mechanisms that could be adopted by the Ministry of Justice that simulates its vision and mission? Does performance appraisal according to the European Excellence Model (EFQM 2013) have an impact on intellectual capital investment?

Research objectives: To provide a global institutional performance evaluation mechanism in accordance with the standards of the European Excellence Award (EFQM 2013), to try to address weaknesses and strengthen strengths by introducing improvement mechanisms that is in line with the Ministry's orientations and according to a global methodology, Determining the ranges of strength and weakness according to the European Excellence Model (EFQM 2013) and the possibility of addressing them by adopting the proposed improvement mechanisms.

Hypothetical scheme: The hypothetical scheme shows the dimensions of the European Excellence Model represented by the EFQM 2013 criteria (leadership, strategy). It represents the independent variable and the dependent variable represents the proposed improvement mechanisms represented by the investment of intellectual capital.

First main hypothesis (H.1): A statistic noteworthy upshot is available at the significance level ($0.05 \geq \alpha$) for the elements of the European Excellence Award (leadership and strategy) in the investment of intellectual capital, from which the following sub-hypotheses are derived:

- (H.1.1): There could be a statistic instrumental impact at the significance level ($0.05 \geq \alpha$) for one component of the European Excellence Award (Leadership) in the investment of intellectual capital.
- (H.1.2): There is a statistically significant impact at the level of significance ($0.05 \geq \alpha$) for one component of the European Excellence Award (strategy) in investing intellectual capital.

Second main hypothesis (H.2): There is a statistically significant correlation between the elements of the European Excellence Award (leadership and strategy). The investment of intellectual capital at a significance level is ($0.05 \geq \alpha$), from which the following sub-hypotheses are derived:

- (H.2.1): There is a statistically significant correlation between the enablers' elements of the European Excellence Award (Leadership) with the investment of intellectual capital at a significance level ($0.05 \geq \alpha$).
 - (H.2.2): There is a statistically significant correlation between the enablers of the European Excellence Award (strategy) with the investment of intellectual capital at a significance level (0.05α).
- Research methodology and its sample:* The researcher relied on the analytical experimental method by collecting the necessary data and analyzing it. This approach focuses on polling the opinions of the research sample and its directions, and using the descriptive approach to describe the reality of the studied variables. As for the analytical approach, it is used in analyzing the results of statistical treatments of the research variables. It draws conclusions on the basis of which the recommendations are adopted. The sample (random intent) was chosen from the study population in the researched ministry represented by the following job titles campaign (general manager, assistant general manager, department head, deputy head of department). They were chosen because they are the closest to the subject of the study, as well as because of the variation in the study sample. For the sake of accuracy and reliability of the results, the size of the community, according to the ministry's statistics, reached (60) individuals. The sample was chosen from this community according to the (D. Morgan) model. The sample size according to this model was (52) individuals, or (87%) of the total study population.
- Limits of the objective study:* The study dealt with the subject of evaluating institutional performance according to EFQM 2013 model of excellence represented by a set of enablers which are (leadership, strategy). The research did not address the elements of results represented by (customer results, human resources results, community results, business results). Because measuring these results requires the application of the elements of the enablers and then we measure the results, it takes a long period of time on the one hand. On the other hand, it requires an international evaluator certified by the European Foundation of Quality Management (EFQM) model in line with the foregoing focused Research on the elements of enablers and their impact on the investment of intellectual capital.

IV. RESULTS

1- Drive axle display X1

Table (1) Statistical processing of variables at the sub-and total driving level 1x

No.	items	Less value	More value	The Mean	Standard deviation	Difference factor	Order due to importance
1	Leaders set the message, vision, values and principles, and they are role models in excellence, integrity, governance and the distance from corruption:	51.25	87.50	69.9688	12.81803	18.32	1
2	Leaders identify, monitor, review, and direct improvements to business systems and organizational performance.	17.50	82.50	59.4188	15.23832	25.65	3
3	Leaders interact with external stakeholders	26.00	87.00	63.7800	16.54841	25.95	4
4	Leaders support a culture of excellence among employees in the ministry.	22.50	90.00	65.2250	13.99860	21.46	2
5	Leaders attempt to warrant the resilience of the ministry and the management efficiency of change actions	10.00	87.50	54.8125	22.74713	41.50	5

	The first axis: leadership	28.16	83.32	63.5250	13.76796	21.67	
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2- The strategy axis X2

Table (2) Statistical processing of variables at the sub-and total level of strategy 2X

No.	Items	Less value	More value	The Mean	Standard deviation	Difference factor	Order due to importance
1	Formulating the strategy built on an knowledge of the stakeholders' requirements and anticipations of in the Ministry and the external environment	12.50	75.00	58.7938	11.85596	20.17	1
2	Formulating the strategy based on an understanding of internal performance and the capabilities of the ministry	17.50	80.00	58.6938	13.81801	23.54	4
3	Develop, review and update strategy with policies supporting it	23.00	81.00	61.1100	14.32466	23.44	3
4	Disseminating, implementing and monitoring the performance of the strategy and the policies that support it	21.00	80.00	57.4800	12.97697	22.58	2
	The second axis: strategy	18.89	75.00	59.0500	12.01826	20.35	

3- Display of the results of the intellectual capital Y1

Table 3 Statistical Treatment of Variables at the Sub-and Total Level of Intellectual Capital Y1

No.	Items	Less value	More value	The Mean	Standard deviation	Difference factor	Order due to importance
1	Human capital	30.00	87.00	56.4750	15.95826	28.26	3
2	Social capital	26.00	84.00	58.7300	14.53163	24.74	1
3	regulatory capital	30.00	69.80	51.4600	13.09713	25.45	2
4	Intellectual capital	36.00	77.07	55.5550	12.23842	22.03	

Correlation Hypothesis Test: this study seeks to determine the nature of the relationship between the study variables, to find out the extent of acceptance or rejection of the main and sub-correlation hypotheses, using the simple correlation coefficient (Pearson Correlation Coefficient). It is one of the statistical methods used to measure the strength and direction of the linear relationship between two variables and two quantities at the level of the studied sample.

The correlation relationship between Excellence Management and improvement mechanisms at the level of sub-variables:

It is evident through Table (4) that shows the values of Pearson correlation coefficients (Person) at the level of sub and total variables:

1- A strong (positive) statistical and significant correlation amongst intellectual capital and leadership, as the correlation value was (** 0.571), at a level of significance (0.01). This result fulfills the hypothesis.

2- A strong (positive) statistic and significant correlation between intellectual capital and strategy, as the correlation value reached (** 0.717), at a level of significance (0.01). This result fulfills the hypothesis.

Table (4) Results of the relationship between the two variables of the management of excellence with the mechanisms of improvement at the sub-and macro level.

		First axis : leadership	Second axis : strategy
Electronic service	Correlation	.291	.183
	Significance	.069	.258
Intellectual fund	Correlation	.571**	.717**
	Significance	.000	.000
Second: improving mechanisms variable	Correlation	.494**	.465**
	Significance	.001	.002
** . Correlation is significant at the 0.01 level (2-tailed).			
* . Correlation is significant at the 0.05 level (2-tailed).			

Impact Hypothesis Test: The current study developed the second and third main hypothesis. It is the Simple Regression Analysis Hypothesis and the Multiple Regression Analysis Hypothesis. The influence relationships between the research variables, represented by (Excellence Management (leadership, strategy, and head variable)) will be revealed. Intellectual money) and analyzing it by adopting the simple linear regression coefficient. The second main hypothesis stated that there is a significant effect of the independent variable managing distinction (leadership, strategy) represented by its dimensions. They are coded by symbol (X) in the dependent variable capital variable the intellectual (Y). This hypothesis will be tested through the Simple Linear Regression analysis. In light of this hypothesis, a functional relationship was formulated between them. The regression equation was the following: $Y = \alpha + \beta X$. The levels of the sub-level analysis were taken and the total to know the significance of the effect for each sub-variable of the explanatory variables in each sub-variable of the response variables. For accepting or rejecting the effect hypothesis, this is done by comparing (F) a regression with a tabular (F) value under two significant levels (0.05) and (0.01), as follows

* Tabular (F) value at 0.05 level of significance and two degrees of release (1.38) = (4.10)

** Tabular (F) value at 0.01 level of significance and two degrees of release (1.38) = (7.35)

* Tabular (t) value at 0.05 level of significance and two degrees of release (38) = (1.69)

** Tabular (t) value at 0.01 level of significance and two degrees of release (38) = (2.43)

V. CONCLUSIONS

1) There are many models used internationally to manage excellence. The EFQM 2013 model is considered one of the most widespread models because it provides the management of organizations with effective tools for institutional self-evaluation.

2) Iraqi Ministry of Justice has a strategic plan (2018-2022). It positively contributed to its obtaining relatively high results in the paragraphs of the enablers in the European Excellence Model EFQM 2013. It realizes the importance of developing institutional performance to raise its level of performance, through its vision, mission and strategic values.

3) It was found through the study that the surveyed ministry does not rely on a comprehensive system for evaluating its institutional performance. It relies on the traditional method of evaluating the performance of employees for the purpose of the increment only. It seeks to adopt the European Excellence Model EFQM as a method for future evaluation.

4) A strong (positive) statistical and significant correlation between intellectual capital and leadership. The correlation value was (** 0.571), at a level of significance (0.01). This result fulfills the hypothesis.

- 5) A strong (positive) statistical and significant correlation between the intellectual capital and the strategy. The correlation value was (** 0.717), at a level of significance (0.01). This result fulfills the hypothesis.
- 6) A strong (positive) statistical and significant correlation between intellectual capital and the management of excellence. The correlation value was (** 0.666), at a level of significance (0.01). This result fulfills the hypothesis
- 7) The results of the study provide sufficient support to accept the hypothesis of the impact of the research, the second sub-main. It shows (a substantial impact of significance for the management of excellence in intellectual capital).

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