

**MEASURING ORGANIZATIONAL TRANSCENDENCE IN WEST AZERBAIJAN DEPARTMENT OF FORENSIC MEDICINE  
(CASE STUDY: WEST AZERBAIJAN DEPARTMENT OF FORENSIC MEDICINE)**

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**ABSTRACT**

The EFQM transcendent model is one of the most scientific and most applicable models of transcendence which enables the achievement of organization to transcend and awareness of weak points and strength and that it leads the organization to transcendence through measuring the relations between the components and audit trial as well as running nine-fold analysis of criterion having to do with this mode. It has been attempted in the present study to employ the transcendent model of organization for West Azerbaijan Department of Forensic Medicine based on the criteria of EFQM model. The statistical population comprises all employers working at West Azerbaijan Department of Forensic Medicine. Standard questionnaire of transcendent model as used in the study and the validity was confirmed. The study design falls into the category of applied, descriptive and survey. The obtained results indicate that nine-fold factors in EFQM model of West Azerbaijan Department of Forensic Medicine are as the following priority: customers' results, performance key results, companies and resources, employers, processes, strategy, society results, leadership, employers results. The total obtained score of this center was 564 based on EFQM model and that this model was attributed to the intermediate level in all nine-fold aspects. Finally, the strong and detrimental points were demonstrated along with the solutions and suggestions.

**KEYWORDS:** performance evaluation, managing performance evaluation, organizational transcendence, EFQM transcendence model, quality rewards, self-evaluation

**INTRODUCTION**

Regardless of belonging to what section or in what size, organization requires the establishment of transcendent system. Organizations are interested in being assessed and judged both internally and externally so as to be aware of their weak and strong points in an aim to make efforts to provide related resolutions. Organization transcendent models are important steps toward establishing evaluation system and supervision on performance and continuous improvement. In recent years, evaluation in the form of organizational transcendent model has been employed as the most important technique of continuous improvement of processes and activities (Torabipour & Rezaei, 2009). Appropriate design and intricate implementation of evaluation system in the afore-mentioned can enable the organizational management to make decisions based on the realities in lieu of relying on guesses. Such an evaluation is considered as a transparent mirror reflecting the organizational processes as well as their cause and effect relations along with the weak and strong points since this role is achievable through the assistance of internal self-evaluations and that one can define the development projects based on the congregation of all members which leads to consistency, establishment, and institutionalization of culture. Afore-mentioned evaluation system provides a wave-like movement on senior management level and on organizational level whose estimation yields a comprehensive commitment on managers and employers levels along with determining the problems as well as weak points for seeking the resolutions. This results in formation of consistent movement toward the organizational learning (Khajepour & Salami, 2013).

Review of literature

Definition of organizational transcendence

Since the ancient times, seeking of transcendence and all-dimensional development have been the significant goal for humankind there are different theories suggested on organizational transcendence and managers learnt new lessons from each theory (João Rosa M, Amaral A. 2007). Nowadays, many of the organizations look for transcendence; however, most of them have not been successful in this regard. The reason for failure in such cases has been related to the fact that the management has failed to recognize what transcendence is and what implications it offers. Since 1982 and the publication of Peters and Waterman, efforts have been made to provide a comprehensive definition of

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transcendence (Venero & Nabitz, 2007). Transcendence is defined as perfectionism and getting improved. As people can achieve transcendence by means of their own actions, organizations can do the same in a similar way. Organizational transcendence was substituted for quality and TQM. The reason of the substitution was the ambiguity in TQM term. The term quality has to do with many different implications in management literature. Peters and Waterman (1982) defined quality as transcendence. Phegenbon (1983) defined it as value and Grinal and Gioran (1988) called it as applicable element. In addition, Genros defined it as customer satisfaction. These definitions demonstrate different dimensions of quality. Some of the prominent critics such as Deming, Peters, and etc. claimed that quality was the touchstone of transcendence (Joao Rosa & Amaral, 2007).

Application of organizational transcendence model:

Instrument for self-evaluation so as to determine the organizational positions toward the transcendence, assisting the understanding of the gap between goal and realities as well as motivation regarding the resolutions

Basis for forming common language and thought in all organizational dimensions and all performance fields

A framework for understanding the accomplished tasks, removing the duplicated tasks and identification deviations

A structure for organizational management system (Mirfakhredini, Farid & Sayadi, 2009).

Advantages of EFQM model over the other models of transcendence

One of the needs of the sector having quality system in industrial communities is to develop the quality system in line with organizational growth. On the other hand, quality management system have preferred silence in some cases. Hence, different organizations do not admit these standards as the solutions after reaching organizational maturity. Regarding the fact described above, one can say that the existence of practical and implementation models for establishing is essential for meeting the organizational needs (Mohamadpor & Zarandi, 2014).

Advantages of organizational transcendence model

Enjoying of this model from systematic and systematic perspective

Management based on organizational processes

Considerable regard to the obtained results by organization

Evaluation based on realities

Expanded cooperation of employers

Identifying strong points and improvable fields

Offering real schema of organizational activities

Exchange of inter and intra organizational experiences through employing benchmarking, using self-evaluation approach for organizational transcendence (Mirfakhredini & Sayadi, 2011).

Conducted studies

Atafar (2009) investigated the role of managing customer relations in organizational transcendent of insurance industry using organizational transcendent EFQM Model. The aim of the study was to examine the status of managing customer relations in insurance companies and to explore the organizational transcendent system of these companies. In addition, the purpose was to survey the effect of managing customer relation and the results indicated that customer relation management had effect on all dimensions of organizational transcendence or European association. Also, the results obtained from variance analysis manifested that there was no relationship between gender and age of experts and technicians regarding the research topic. Relationship was reported to be among empowering criteria.

Abdollahi Kakrodi (2011) examined the relationship among empowering criteria and results in organizational transcendent model and productivity criteria using common correlation method in Tehran University. Focused correlation results indicate that in Local Electricity Companies there is a relationship between the empowering areas and results in transcendent model of EFQM. Also the relationship was identified between empowering areas in transcendent model of EFQM and productivity indexes. In addition, there is a positive relationship between the results of transcendent model of EFQM and set of productivity indexes. Furthermore, the correlation coefficients manifested that in these companies, there is a positive relationship between empowering areas criteria and indexes of productivity. This is in line with the findings reported by Martizlorente *et al.* (2009), Arjomandi *et al.* (2009) Skildsen *et al.* (2000), Vijand and Gonzalez (2007), Venero, Nabitz (2007).

Abolmaali Damghani (2011) measured organizational transcendent of Homa Aircraft Company based on EFQM model in Tehran Unvieristy. The results obtained from 52 analysis shows that nine-fold criteria of EFQM model in Homa Company are prioritized as follows: customer results, key results of performance, companies and resources, employers, processes, strategy, society results, leadership, employers results. Obtaining the considered score based on EFQM model, Homa Company falls into the intermediate level in all dimensions of this model.

Valjiv and Sancho (2009) examined the quality improvement in care levels across psychological hospitals using EFQM model. It was concluded that the EFQM model was an appropriate model for self-evaluation and an appropriate system for identifying development context. In addition, it was shown that among 32 criteria of EFQM model, only one criterion (financial resources management) was not usable and that the self-evaluation score of hospital in the year 2003 was 209. Two years later, the score increased to 311 and this shows 48% rise.

**MATERIALS AND METHODS**

The researchers used t-test to study the status of organizational transcendence model components (the hypothesis is that the status of scales is at intermediate level)

$H_0: \mu = 2.5$

$H_1: \mu \neq 2.5$

**Table 1. Quality of mean and standard deviation relevant to scales of organizational transcendent model**

One-Sample Statistics				
Standard Mean Error	Standard Deviation	Mean	Number	Criteria
0.23242	1.06993	2.3499	100	<b>Leadership</b>
0.21181	1.23058	2.4727	100	<b>Strategy</b>
0.24093	1.00379	2.5808	100	<b>Employers</b>
0.25274	1.0876	2.6534	100	<b>Cooperation And Resources</b>
0.25395	1.80611	2.5158	100	<b>Processes</b>
0.25703	1.08769	2.7148	100	<b>Customer Results</b>
0.23544	1.14305	2.2687	100	<b>Employers Results</b>
0.23907	1.12654	2.4656	100	<b>Society Results</b>
0.24876	1.02345	2.6689	100	<b>Performance Key Results</b>

**Table 2. Results of mean test of one statistical population for scales of organizational transcendent**

Value considered for test (2.5)						Title
Confidence interval		Mean	Level of Significance	Degree of Freedom	T Statistic	
Upper level	Lower level					
0.92	-0.0202	0.1501	0.1061	51	1.0121	<b>Leadership</b>
0.7012	-0.1557	0.0273	0.6051	51	0.1600	<b>Strategy</b>
0.4681	-0.5065	-0.0808	0.9370	51	-0.5808	<b>Employers</b>
0.6646	-0.3578	-0.1534	0.1047	51	-1.0172	<b>Cooperation and Resources</b>
0.4195	-0.6087	-0.0158	0.7130	51	-0.0630	<b>Processes</b>
0.3847	-0.6551	-0.2148	0.1002	51	-1.4244	<b>Customer Results</b>
0.3449	-0.6075	0.2313	0.10158	51	1.4593	<b>Employers Results</b>
0.8492	-0.1179	0.0344	0.7734	51	0.0612	<b>Society Results</b>
0.6749	-0.4329	-0.1689	0.1103	51	-1.1902	<b>Performance Key Results</b>

**RESULTS**

In case the test significant value is greater than that of the considered level, null hypothesis is confirmed and the variable value is equal to 2.5 and in average. In case the test level of significance is less than that of the considered level, null hypothesis is rejected. To determine the great or less status is facilitated by considering the mark of upper and lower level. In case both are negative, the mean value is less than 2.5. In case both are positive, the mean value is greater than 2.5 which means that it is in good status.

As indicated in below table, all variables of organizational transcendent model are average or in condition that requires improvement which is in intermediate level within he general administration.

**Table 3. Studying the quality of organizational transcendent model scales**

Variables	Status
leadership	Intermediate level
strategy	Intermediate level
employers	Intermediate level
Cooperation and resources	Intermediate level
processes	Intermediate level
Customer results	Intermediate level
Employers results	Intermediate level
Society results	Intermediate level
Performance key results	Intermediate level

Prioritizing dimensions of organizational transcendent among the employers of West Azerbaijan Department of Forensic Medicine is as follows:

**Table 4. Significant status of Friedman test for components of organizational transcendent**

Calculated values	Statistical indexes
100	number
48900	K2
7	Degree of freedom
0.000	Significance number

The obtained significance number is less than the admitted level of significance, so null hypothesis is rejected. One can say that components of organizational transcendent model in West Azerbaijan Department of Forensic medicine are not equally ranked. Friedman test is used to prioritize these components. The priority is demonstrated in the following table.

**Table 5. Prioritizing the components of organizational transcendent model on account of rank mean using Friedman test**

Priority	Components of Organizational Transcendent Model	Rank Mean
1	Customer Results	2.59
2	Performance Key Results	2.43
3	Resource Corporations	2.40
4	Employers	2.36
5	Processes	2.28
6	Strategy	2.20
7	Society Results	2.18
8	Leadership	2.11
9	Employers Results	1.99

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