

A Systematic Literature Review of the EFQM Excellence Model from 1991 to 2019

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ABSTRACT

A systematic literature review (SLR) from 1991 to 2019 is carried out about EFQM (European Foundation for Quality Management) excellence model in this paper. The aim of the paper is to present state of the art in quantitative research on the EFQM excellence model that will guide future research lines in this field. The articles were searched with the help of six strings and these six strings were executed in three popular databases i.e. Scopus, Web of Science, and Science Direct. Around 584 peer-reviewed articles examined, which are directly linked with the subject of quantitative research on the EFQM excellence model. About 108 papers were chosen finally, then the purpose, data collection, conclusion, contributions, and type of quantitative of the selected papers are discussed and analyzed briefly in this study. Thus, this study identifies the focus areas of the researchers and knowledge gaps in empirical quantitative literature on the EFQM excellence model. This article also presents the lines of future research.

1. Introduction

The European Foundation for Quality Management (EFQM) was founded in October 1989. The Foundation set up a team of experts not only from industry sector but also from academic sector to develop the EFQM Excellence Model. However, the first European Quality Award was held in 1992 (Hides et al., 2004), the Model itself was updated in 1999 and changed in 2003 (Blackmore & Douglas, 2003). EFQM modify the model again in 2010 and 2013 (efqm.org).

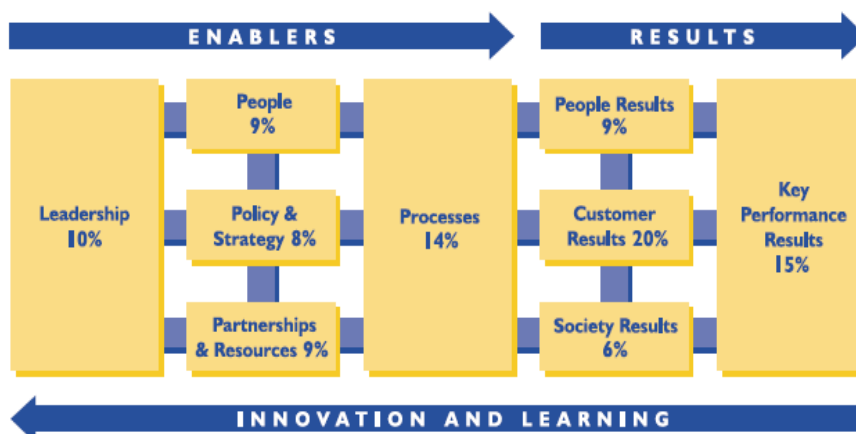


Figure 1. The Basic Structure of EFQM Excellence Model (Source: efqm.org)

According to figure 1, the basic structure of the model differs from comparable approaches because of its two groups of criteria influencing businesses: “Enablers” and “Results”. The

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“Enablers” include the essential factors of “Business Excellence”, the “Results” criteria show that all efforts have to aim at improving business results. This aim can only be achieved with satisfied customers and employees. There is a weighting for each of the nine criteria of the model, so the enablers and results criteria are given equal weight (each to 50 %).

The main objective of this study is to determine state of the art (advanced) on quantitative research in the EFQM excellence model. The paper will categorize the focus areas of the researchers and knowledge gaps in empirical quantitative literature on the EFQM excellence model from 1992-2019. The article will also specify the impact media and journals in which the articles have been published about the EFQM excellence model.

2. Literature Review

The main objective of the EFQM excellence model is to increase the competitiveness of European organizations and to support the sustainable development of the European countries. So, it is an independent, not-for-profit foundation; committed to supporting her members in their journey towards excellence. EFQM excellence model presents a non-prescriptive framework that analyses the relationships between what an organization does and the results that it can achieve regarding its clients (EFQM, 2013). This framework contributes a logical and systematic structure of analysis about EFQM excellence model. In quality management, general SLRs have been made to investigate what has been done and to determine future lines of research.

Different publications have recommended the use of EFQM excellence model in any sector, and the model is suitable for any organization. Sanchez et al. (2005) focus the quality approach based on the EFQM model as a quality framework in healthcare sector. Their study is about the health sector of Basque Country, a region in Northern Spain. The majority of EFQM criteria improved in their study, especially noticeable in ‘processes’ and ‘people results’ but a decrease in ‘key performance results’ criterion was also observed. About 6% organizations obtained 500 points (out of 500 points), and 32% organizations exceeded 400 points in an external evaluation with the EFQM excellence model. There were 83% of hospitals have some ISO-certified areas of activity. The overall patients’ satisfaction was higher than 89%, it was higher than 95% in most of the cases which shows that majority of EFQM criteria improved.

Calvo-Mora et al. (2018) described the organisational social impact in Spanish companies through the EFQM excellence model. Four hypotheses were set up to complete the empirical part. The final sample was taken from 116 Spanish private ownership companies in which 48.3% were small and medium enterprises (SMEs) and 51.7% were large organizations. The data were taken from the results of the self-assessment and external assessment process followed by the sample of Spanish companies using EFQM excellence model as a reference. The results were divided into five sections that range from no evidence (value 0) to total evidence (value 100). The range of the scale was divided between 0 and 100 for the “results” criterion. The partial least squares structural equations modelling (PLS-SEM) method was used to test the research model. The 5 criteria and 19 sub-criteria form the enabling agents of the EFQM Excellence were grouped into three variables or dimensions. These variables represent the TQM social factors, in addition to the factors of a technical and strategic nature. The main reason to use the EFQM excellence model in this research is that it is a model which is the most used framework for the implementation of TQM principles and practices in organisations. That is why, the EFQM excellence model is a reliable and valid framework with which to measure and improve the organisational social impact. The findings show that the relationship between enabling agents of the EFQM model and the social impact is positive, moreover, the relationship between the both variables and the explanatory variance percentage is higher. The companies which want to have better results must consider social impact in TQM. People

management and leadership management ultimately influence the social impact through their influence on the process management variables and strategy-resources management factors. SLRs have been made on the EFQM model in the recent years, due to its importance, and the most discussed methodologies are case studies. The most topics are discussed in the articles are: the practical applications of the EFQM model (case studies), the analysis of the relationships between the criteria of the excellence model, the importance of the leadership criterion and the comparison between this EFQM excellence model and others.

3. Methodology

First of all, we selected the articles about the quantitative research of EFQM excellence model with the help of six strings. Then we searched the material in three popular databases i.e. Scopus, Web of Science, and Science Direct. During the search, around 584 peer-reviewed articles examined, which are directly linked with the subject of quantitative research on the EFQM excellence model. In the second step, we investigate that many articles are common in the three databases, so after elimination of the common articles we have 490 articles. The percentage of the databases is showing in the following table 1.

Table 1
Data Source of the Articles

Data Source	Count of Data Source	Percentage
ScienceDirect	261	53.27
Scopus	181	36.94
Web of Science	48	9.80
Grand Total	490	100

Source: own Calculations

After the analysis of abstract, introduction, and conclusion of the selected articles, we shortlisted the articles to 108. However, about 108 papers were chosen finally, and then the purpose, data collection, conclusion, contributions, and type of quantitative of the selected papers are analyzed and discussed briefly in this study. The following table 2 shows that number of articles about EFQM excellence model which were published in different years.

Table 2.
Years and Number of Published Articles

Years	No. of Articles	Years	No. of Articles	Years	No. of Articles	Years	No. of Articles
1996	2	2003	5	2010	5	2017	6
1997	1	2004	4	2011	6	2018	4
1998	2	2005	5	2012	4	2019	2
1999	6	2006	3	2013	7	<u>Total</u>	<u>108</u>
2000	5	2007	4	2014	4		
2001	2	2008	6	2015	5		
2002	4	2009	7	2016	9		

Source: own Calculations

4. Discussion

After the reviewing of the 108 articles, the results show that more than 30% articles are focussed Spanish organizations. Most of the papers discussed only two sectors, education and health. Partial least square, factorial analysis, analysis of variance, and T-test have been used

as quantitative research in the selected articles. The practical applications of the EFQM excellence model are case studies, the relationships between the criteria, the importance of the leadership criterion etc. The most methodologies (about EFQM excellence model) are case studies. UK, Spain, and Germany based organizations won the EFQM excellence award mostly.

5. Conclusion

A systematic literature review (SLR) is a type of literature review that aims to address the problems by identifying, critically evaluating and integrating the results of all relevant, high-quality specific studies addressing one or more research questions. A systematic literature review (SLR) for EFQM Excellence Model from the period 1991–2019 is carried out in this article. The data are collected mainly by primary sources and the material was taken from three databases. The final sample was 108 articles which were related to quantitative research of EFQM excellence model. The results show that more than 30% articles are focussed Spanish organizations and most of the papers discussed only two sectors, education and health.

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