Original Article

# Evaluation of Excellence of Ilam Telecommunication Organization Based on EFQM Model

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## ABSTRACT

The purpose of this study is to evaluate the excellence of Ilam Telecommunication Organization based on EFQM. The statistical population of this research is all the personnel of Ilam Telecommunication Organization and the sample size has been obtained using Cochran's formula of 202 people. Data collection instrument was a questionnaire, the validity of which was confirmed and its reliability was obtained through Cronbach's alpha coefficient by 89%. In this research, library and field methods have been used to collect information. It is applied in terms of its purpose and nature. Descriptive statistics including mean, standard deviation, etc, and inferential statistics including pattern determination test, test of research hypotheses through means comparison test, one-sample t-test have been computed by SPSS software package. In this research, an attempt has been made to examine the situation of the employees of the Telecommunication Organization of Ilam Province based on the nine areas mentioned in the two groups of results and enablers. Finally, after performing the final analysis and using the test related to the hypotheses and using the one-sample t-test, it was determined that the population considered in this study, the employees of the Telecommunication Organization of Ilam province, has obtained 514 points out of 1000. All hypotheses are accepted and finally suggestions for each criterion are presented for further improvement.

## Introduction

Today, Iran's economic enterprises are facing numerous challenges in the process of globalization and joining the world trade system, which is not an optional accession. Presence in global markets and even staying in domestic markets requires competition with strong competitors, considering wealth creation as key indicators of organizational excellence. Models of organizational excellence or business excellence are used as a powerful tool to measure the deployment of systems in various organizations [1-3]. By using these models, organizations can evaluate their success in implementing improvement programs at different times and on the other hand, compare their performance with other organizations, especially the best ones. Business excellence models are the answer to this question.

How is a superior organization? What goals and concepts does it pursue and what criteria govern their competitors? [4] In fact, most

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countries in the world, based on models, have created awards at the national and regional levels that motivate organizations and businesses to excel, grow and create wealth. Modeling excellence by focusing on the quality of production (goods or services) and the participation of all members of the organization can attract customer satisfaction and provide stakeholder benefits, and at the same time encourage individual and organizational learning based on creativity and innovation. Evaluating the performance and measuring the success of organizations in establishing new management systems and total quality management have given rise to their increasing applications [5-7].

### *Content Research Model*

The basic condition of organizational excellence is to believe and practice these concepts in the whole organization and especially among its senior managers. In EFQM Excellence Model, these basic concepts are as follows [8-10].

**Consequentialism:** An organization that wants to excel must work in a way that achieves the desired result, and this result must attract the opinion of all stakeholders of the organization in a balanced way; creating balance means paying attention to everyone's opinion according to the importance of each. The organization's stakeholders include employees, customers, suppliers, the community, shareholders and others who have financial interests in the organization [11].

**Customer orientation:** Since the final judgment is about the quality of products and services with the customer, attracting customer feedback is very important. Creating customer loyalty and gaining market share is only possible by paying close attention to the needs of current and potential customers.

**Leadership and stability in goals:** Leadership means setting goals and motivating people to strive to achieve the goals of the organization. In a leading organization, managers in word and deed inspire employees to strive for organizational excellence [12].

**Process-based and fact-based management:** An organization that wants to excel must be managed with a set of interconnected systems, processes, and realities.

**Employee development and participation:** The organization that wants to be superior, should maximize employee participation in affairs. To use the full potential of the organization's employees, the best thing to do is to empower employees to do their jobs [13].

**Learning, innovation and continuous improvement:** The organization that wants to be the best, must challenge the status quo and give great importance to learning and innovation in the organization.

**Development of partnerships:** Partnership is a long-term business relationship. Leading organization to establish a beneficial, long-term and two-way relationship with its partners, mutual trust and transfer of knowledge and experience is of importance.

**Social responsibility of the company:** The organization that wants to be superior, must pay much attention to society and act beyond the expectations of society [14].

### *Research Method*

The method of the present research is field in terms of its purpose and data collection method and comparative in terms of the type of analysis. This research is applied in the sense that its results can be used by different groups of planners and managers and is therefore descriptive, which pays attention to current processes and visible effects at the present time. Also, in this study, comparing the means is the main purpose of the study to determine whether there is a significant difference between the current situation and the desired situation according to the nine criteria of the EFQM organizational excellence model (five criteria of empowerment and four criteria of results) in Ilam Telecommunication Organization [15].

### *Participants*

The statistical population of this study included all the employees of Ilam Telecommunication Organization about 428 people, of whom 108 were official staff and 320 were contract and company, according to the statistics of Ilam Telecommunication Organization Recruitment Office. It should be noted that the personnel in this study were employees who could answer the questions of the questionnaire appropriately according to the information provided by the researcher on the model of organizational excellence and its criteria [16].

### *Estimation of Sample Size and Sampling Method*

### *Estimation of Sample Volume*

In this study, considering the size of the statistical population (428) and the subject of the research, the sample size was calculated by using the appropriate method, n samples were calculated as follows.

$$n = \frac{NZ^2\alpha/_2 \times p(1-p)}{\varepsilon^2(N-1) + Z^2\alpha/_2 \times p(1-p)}$$

To select 202 sample, a proportional share was used among the employees of Ilam Telecommunication Organization and a questionnaire was distributed among the employees.

### *Sampling Method*

The method chosen by the researcher in this study is probabilistic (stratified random) sampling according to the knowledge of the statistical population. Thus, after determining the sample size, in proportion to the number of employees of the Telecommunication Organization of Ilam Province, the researcher determined the relative number of samples per unit and then the number of subjects in each category was selected by simple random method [17].

### *Data Collection*

In this research, field method was used to collect the required data. To glean the data, the researcher used a questionnaire among the employees of the Telecommunication Organization of Ilam Province as the main tool. Cronbach's alpha coefficient is one of the most common methods of measuring the reliability or reliability of questionnaires. Cronbach's alpha is generally calculated using the following equation:

$$\alpha = \frac{k}{k-1}\left(1 - \frac{\sum_{i=1}^{k} s_i^2}{\delta^2}\right)$$

In order to evaluate the reliability of the research questionnaire, first 30 questionnaires were randomly distributed and collected in the statistical population. Then to calculate the Cronbach's alpha coefficient was calculated using SPSS software. After reviewing and analyzing the questionnaire data, the overall reliability as calculated as shown in Table 1 was equal to 0.89.

**Table 1** Reliability of the research questionnaire (Cronbach's alpha coefficient)

| result | Calculated alpha | number of samples |
|---|---|---|
| acceptable | 89/0 | **30** |

### *Data Analysis*

### *Descriptive Statistics*

In this research, in the descriptive statistics section, the data have been summarized, a table has been prepared and a graph has been drawn, and central indicators such as the mean of dispersion indicators such as standard deviation have been used. In fact, to analyze the data and information, according to the presented objectives, first the amount or value of each variable is determined based on the data and scores obtained from the questionnaire, then by describing the

information obtained in the form of appropriate tables and statistical charts, general view A dependent and independent variable is created for the sample under study and how it is distributed. This description helps in how to use different statistical patterns [18-20].

*Inferential Statistics*

In this research, in fact, by determining the patterns, the research hypotheses were tested by means of comparison of means. Considering that the main purpose of this research was to investigate the status of 9 criteria considered by the model of excellence with regard to the current situation and the desired situation. We used the obtained value t to accept or reject the null hypothesis [21].

## Results

This research dealt with the status of the influential components (elements considered in this research) on the dependent variable. In this research, the standard questionnaire of organizational excellence model, which also has the necessary validity, was used to collect information.

*Frequency Distribution of Respondents' Gender*

In this section, after collecting data and information, using a descriptive statistic that includes central indicators and dispersion such as frequency percentage, charts and tables, the sample is described. Due to the importance of general characteristics of the sample group in survey studies, we refer to the description of these measured characteristics in terms of age, gender, marital status, education and work experience status (Table 2) [22].

**Table 2** Frequency distribution of respondents' gender

| Frequency | Abundance | Gender |
|---|---|---|
| 9/75 | 153 | |
| 1/24 | 49 | |
| 100 | 202 | |

As can be seen in the table above, 75.9% of the respondents are men and 24.1% are women. Based on the observations obtained from the questionnaires regarding the general identification questions, the following results were obtained [23-25].

*Frequency Distribution of Respondents' Age*

**Table 3** Frequency distribution of respondents

| Percentage | Abundance | Age |
|---|---|---|
| 5/20 | 42 | **20-30** |
| 5/54 | 109 | **30-40** |
| 2/22 | 45 | **40-50** |
| 8/2 | 6 | **50 and up** |
| 100 | 202 | **Total** |

As shown in table (3), 20.5% of respondents between (20-30), 54.5% of respondents between (30-40), 22.2% of respondents between (40-50) and 2.8% of respondents were 50 years old [23].

*Frequency Distribution According to the Marital Status of the Respondents*

As shown in table (4), 17.2% of respondents are single and 82.8% are married [26-28].

**Table 4** Frequency distribution of respondents' marital status

| Percentage | Abundance | marital status |
|---|---|---|
| 2/17 | 35 | **Single** |
| 8/82 | 167 | **Married** |
| 100 | 202 | **Total** |

*Frequency distribution according to the educational status of the respondents*

As shown in Table 5, 37.9% of diploma and postgraduate students, 47.2% of bachelor and 14.9% of postgraduate and above were literate [29-31].

**Table 5.** Frequency distribution of respondents' education status

| Frequency | Abundance | Level of Education |
|---|---|---|
| 9.37 | 70 | **Diploma and post-diploma** |
| 2.47 | 104 | **bachelor** |
| 9.14 | 28 | **Masters and higher** |
| 100 | 202 | **Total** |

*Frequency Distribution According to the Work Experience of the Respondents*

As shown in table (6), the average work experience of respondents, less than 10 years with 26 people, 13.1%, 10-15 years of experience with 53 people, 25.7%, in the group between 15-20 years with 66 people, 32.9%, in the group between 20-25 years with 48 people, 23.6% and in the group 25 years and older with 8 people, 4.2%. It should be noted that 1 person equal to 0.4% did not answer this question [32].

**Table 6.** Frequency distribution of respondents' work experience status

| Frequency | Abundance | Work Experience |
|---|---|---|
| 1.13 | 26 | **Less than 10 years** |
| 7.25 | 53 | **10 to 15 years** |
| 9.32 | 66 | **15 to 20 years** |
| 6.23 | 48 | **20 to 25 years** |
| 2.4 | 9 | **25 years and up** |
| 100 | 202 | **Total** |

*Inferential Statistics*

In this section, based on the research model, we compared the status of the variables of the organizational excellence model in the employees of Ilam Telecommunication Organization. For this purpose, single sample t-test was applied to examine the nine hypotheses. Each of the units can achieve one of the levels of excellence in proportion to the score of their performance evaluation; in proportion to the growth of the units and the increase of their score, the levels of excellence are also upgraded. According to this model, all organizations to reach excellence must reach the secon d level, the level of letters of appreciation for excellence or reputation. The "reputation for excellence" level is designed for organizations or organizational units that have passed the path of excellence well. These organizations or organizational units have experience in implementing the concepts of excellence and management frameworks. For applicant organizations, this level of model offers the benefits of a structured approach to identifying organizational strengths and areas for improvement from the perspective of an outside individual [33].

Studies conducted in some countries show that active organizations in those countries do not operate exactly according to the weight of the indicators. It seems that such conditions prevail in other countries, including Iran.

This study compared the current situation, measured by a questionnaire, with the desired situation, which is the maximum score defined by the European Foundation for Quality

Management. Of course, since the maximum scores defined by the European Foundation for Quality Management indicate the ideal state and fewer organizations are able to approach this state, and on the other hand, the Telecommunication Organization of Ilam Province is the first to step on the path of excellence, and also comparing its current state with its ideal state seems unreasonable, the favorable situation for this organization was considered based on 30% of the ideal state by interviewing experts and consulting the training department of the Telecommunication Organization of Ilam Province in the first step of excellence [34].

*Hypothesis 1*

H1: There is a significant difference between the leadership factor of Ilam Telecommunication Organization in the current situation and the desired situation

H0: There is no significant difference between the leadership factor of Ilam Telecommunication Organization in the current situation and the desired situation.

H1: μ≤30

H0: μ> 30

**Table 7** Investigating the difference between the leadership factor of Ilam Telecommunication Organization

| 95% confidence interval for difference | | The significance levels | Standard value | Statistical value of T | Standard deviation | Average |
|---|---|---|---|---|---|---|
| Bottom line | upper bound | | | | | |
| 20.6 | 25.7 | 0.000 | 30 | 16.7 | 20.1 | **53.1** |

According to the results of Table 7, the significant level obtained (sig: 0.000) is less than 0.05 (95% confidence level), so the H0 hypothesis is rejected and the opposite hypothesis is accepted. That is, there is a significant difference between the current situation and the desired situation of the leadership factor in the Telecommunication Organization of Ilam Province, and considering the average obtained by 53.1, this factor is higher than the standard value (30). The number 30 is the reference number because it is the minimum score required for fame in the organizational excellence model for the leadership factor. As a result, there is a significant difference between the leadership of the Ilam Telecommunication Organization in the current situation and the desired situation is confirmed.

*Second Hypothesis*

H1: There is a significant difference between the staff of the Ilam Telecommunication Organization in the current situation and the desired situation.

H0: There is no significant difference between the staff of Ilam Telecommunication Organization in the current situation and the desired situation.

H0: μ≤27

H1: μ> 27

**Table 8** Investigating the difference between the employees of Ilam Telecommunication Organization

| 95% confidence interval for difference | | The significance levels | Standard value | Statistical value of T | Standard deviation | Average |
|---|---|---|---|---|---|---|
| Bottom line | upper bound | | | | | |
| 10.9 | 15.5 | 0.000 | 27 | 11.4 | 17.8 | **40.2** |

According to the results of Table 8, the significant level obtained (sig: 0.000) is less than 0.05 (95% confidence level), so the H0 hypothesis is rejected and the opposite hypothesis is accepted. That is, there is a significant difference between the current situation and the desired situation of the staff factor in the Telecommunication Organization of Ilam Province, and considering the average obtained by 40.2, this factor is higher than the standard value (27). The number 27 is the reference number because it is the minimum score required for reputation in the organizational excellence model for the employee agent. As a result, there is a significant difference between the current situation and the desired situation between the staff of the Ilam Telecommunication Organization is confirmed.

*Hypothesis 3*

H1: There is a significant difference between the factors of strategies and policy of Ilam Telecommunication Organization in the current situation and the desired situation.

H0: There is no significant difference between the factors of strategies and policies of Ilam Telecommunication Organization in the current situation and the desired situation.

H0: μ≤24

H1: μ> 24

**Table 9** Investigating the differences between the strategies and policies of Ilam Telecommunication Organization

| 95% confidence interval for difference | | The significance level | Standard value | Statistical value of T | Standard deviation | Average |
|---|---|---|---|---|---|---|
| Bottom line | upper bound | | | | | |
| 20.8 | 23.7 | 0.000 | 24 | 11.4 | 14.1 | **45.8** |

According to the results of Table 9, the significant level obtained (sig: 0.000) is less than 0.05 (95% confidence level), so the H0 hypothesis is rejected and the opposite hypothesis is accepted. That is, there is a significant difference between the current situation and the desired situation of the strategy and policy factor in the Telecommunication Organization of Ilam Province, and considering the average obtained is 45.8, it shows that this factor is higher than the standard value (24). The number 24 is the reference number because it is the minimum score required for reputation in the organizational excellence model for the agent of strategies and policies. As a result, there is a significant difference between the strategies and policies of Ilam Telecommunication Organization in the current situation and the desired situation is confirmed.

*Hypothesis 4*

H1: There is a significant difference between the source and partners of Ilam Telecommunication Organization in the current situation and the desired situation.

H0: There is no significant difference between the resource factor and the partners of Ilam Telecommunication Organization in the current situation and the desired situation.

H0: μ≤27

H1: μ> 27

**Table 10** Investigating the differences between the sources and partners of Ilam Telecommunication Organization

| 95% confidence interval for difference | | The significance level | Standard value | Statistical value of T | Standard deviation | Average |
|---|---|---|---|---|---|---|
| Bottom line | upper bound | | | | | |
| 21.5 | 25.5 | 0.000 | 27 | 23.3 | 15.5 | **50.5** |

According to the results of Table 10, the significant level obtained (sig: 0.000) is less than 0.05 (95% confidence level), so the H0 hypothesis is rejected and the opposite hypothesis is accepted. That is, there is a significant difference between the current situation and the favorable situation of the resource and partners in the Telecommunication Organization of Ilam Province and according to the average obtained by 50.5, this factor is higher than the standard value (27). The number 27 is the reference number because it is the minimum score required for fame in the organizational excellence model for the resource agent and partners. As a result, there is a significant difference between the source factor and the partners of Ilam Telecommunication Organization in the current situation and the desired situation is confirmed.

*Hypothesis 5*

H1: There is a significant difference between the processes of Ilam Telecommunication Organization processes in the current situation and the desired situation.

H0: There is no significant difference between the processes of Ilam Telecommunication Organization processes in the current situation and the desired situation.

H0: μ≤42

H1: μ> 42

**Table 11** Investigating the difference between the factors of the processes of Ilam Telecommunication Organization

| 95% confidence interval for difference | | The significance level | Standard value | Statistical value of T | Standard deviation | Average |
|---|---|---|---|---|---|---|
| Bottom line | upper bound | | | | | |
| 35.5 | 29.6 | 0.000 | 42 | 21.5 | 23.3 | **74.5** |

According to the results of Table 11, the significant level obtained (sig: 0.000) is less than 0.05 (95% confidence level), so the H0 hypothesis is rejected and the opposite hypothesis is accepted. That is, there is a significant difference between the current situation and the optimal status of the process factor in the Telecommunication Organization of Ilam Province, and considering the average obtained by 74.5, this factor is higher than the standard value (42). The number 42 is the reference number because it is the minimum score required for fame in the organizational excellence model for process agents. As a result, there is a significant difference between the processes of the Ilam Telecommunication Organization in the current situation and the desired situation is confirmed.

*Hypothesis 6*

H1: There is a significant difference between the results of the employees of the Telecommunication Organization of Ilam province in the current situation and the desired situation.

H0: There is no significant difference between the results of the employees of Ilam Telecommunication Organization in the current situation and the desired situation.

H0: μ≤27

H1: μ> 27

**Table 12** Investigating the difference between the factors of the results of the employees of Ilam Telecommunication Organization

| 95% confidence interval for difference | | The significance levels | Standard value | Statistical value of T | Standard deviation | Average |
|---|---|---|---|---|---|---|
| Bottom line | upper bound | | | | | |
| 14.4 | 19.03 | 0.000 | 27 | 14.3 | 17.9 | **43.7** |

According to the results of Table 12, the significant level obtained (sig: 0.000) is less than 0.05 (95% confidence level), so the H0 hypothesis is rejected. That is, there is a significant difference between the current situation and the desired situation of the factor of the results of the employees of the Telecommunication Organization of Ilam Province and according to the average obtained by 43.7, this factor is higher than the standard value (27). The number 27 is the reference number because it is the minimum score required for fame in the organizational excellence model for the HR results factor.

*Hypothesis 7*

H1: There is a significant difference between the factor of customers' results of Ilam Telecommunication Organization in the current situation and the desired situation.

H0: There is no significant difference between the customer results factor of Ilam Telecommunication Organization in the current situation and the desired situation.

H0: μ≤60

H1: μ> 60

**Table 13** Investigating the difference between the factors of the results of customers of Ilam Telecommunication Organization

| 95% confidence interval for difference | | The significance level | Standard value | Statistical value of T | Standard deviation | Average |
|---|---|---|---|---|---|---|
| Bottom line | upper bound | | | | | |
| 36.3 | 43.6 | 0.000 | 60 | 21.5 | 28.5 | **99.9** |

According to the results of Table 13, the significant level obtained (sig: 0.000) is less than 0.05 (95% confidence level), so the H0 hypothesis is rejected and the opposite hypothesis is accepted. That is, there is a significant difference between the current situation and the desired situation of the customer results of Ilam Telecommunication Organization and according to the average obtained by 99.9, this factor is higher than the standard value (60). The number 60 is the reference number because it is the minimum score required for reputation in the organizational excellence model for the customer results factor. As a result, there is a significant difference between the current and desired situation between the customer resources of Ilam Telecommunication Organization in the current situation and the desired situation is confirmed.

*Hypothesis 8*

H1: There is a significant difference between the results of the community of Ilam Telecommunication Organization in the current situation and the desired situation.

H0: There is no significant difference between the results of the community of Ilam Telecommunication Organization in the current situation and the desired situation.

H0: μ≤18

H1: μ> 18

**Table 14** Investigating the difference between the results of the community of Ilam Telecommunication Organization

| 95% confidence interval for difference | | The significance level | Standard value | Statistical value of T | Standard deviation | Average |
|---|---|---|---|---|---|---|
| Bottom line | upper bound | | | | | |
| 2.20 | 6.06 | 0.000 | 18 | 4.2 | 15.1 | **22.1** |

According to the results of Table 14, the significant level obtained (sig: 0.000) is less than 0.05 (95% confidence level), so the H0 hypothesis is rejected. That is, there is a significant difference between the current situation and the desired situation of the community results factor in the Telecommunication Organization of Ilam Province and according to the average obtained by 22.1, it is higher than the standard value of this factor (18). The number 18 is the reference number because it is the minimum score required for reputation in the organizational excellence model for the customer results factor. As a result, there is a significant difference between the results of the community of Ilam Telecommunication Organization in the current situation and the desired situation is confirmed.

*Hypothesis 9*

H1: There is a significant difference between the key performance results of Ilam Telecommunication Organization in the current situation and the desired situation

H0: There is no significant difference between the key results of the performance of Ilam Telecommunication Organization in the current situation and the desired situation.

H0: μ≤40

H1: μ> 40

**Table 15** Investigating the factor differences of key performance results of Ilam Telecommunication Organization

| 95% confidence interval for difference | | The significance level | Standard value | Statistical value of T | Standard deviation | Average |
|---|---|---|---|---|---|---|
| Bottom line | upper bound | | | | | |
| 36.2 | 42.3 | 0.000 | 40 | 25.4 | 23.7 | **84.2** |

According to the results of Table 15, the significant level obtained (sig: 0.000) is less than 0.05 (95% confidence level), so the H0 hypothesis is rejected, that is, there is a significant difference between the current situation and the optimal situation of the key performance results in Ilam Telecommunication Organization and considering the average obtained by 84.2, this factor is higher than the standard value (40). The number 40 is the reference number because it is the minimum score required for reputation in the organizational excellence model for the key performance results. As a result, there is a significant difference between the factor of the key results of the performance of the Telecommunication Organization of Ilam province in the current situation and the desired situation is confirmed.

According to the results obtained from the test of research hypotheses, the whole situation of the organizational excellence model was also examined, and the following result was obtained:

H0: μ≤300

H1: μ> 300

**Table 16** Final Status of Organizational Excellence Model in Ilam Telecommunication Organization

| 95% confidence interval for difference | | The significance level | Standard value | Statistical value of T | Standard deviation | Average |
|---|---|---|---|---|---|---|
| Bottom line | upper bound | | | | | |
| 201.07 | 235.9 | 0.000 | 345 | 24.7 | 136.13 | **654** |

In order for an organization to achieve the second stage of the organizational excellence model (reputation level of excellence), it must obtain at least 345 points, which according to the results of Table 16 above, the population of this study, the Telecommunication Organization of Ilam province gained 654 points.

**Table 17** Summary of statistical indicators (mean and standard deviation) of research factors

| Standard deviation | average | Variables |
|---|---|---|
| 1.20 | 1.53 | Leadership |
| 8.17 | 2.40 | Staff resources |
| 1.14 | 08.45 | Strategy and policy line |
| 5.15 | 5.50 | Resources and partnerships |
| 3.23 | 5.74 | Process |
| 9.17 | 7.43 | Staff results |
| 5.28 | 9.99 | Customer results |
| 1.15 | 1.22 | Community results |
| 7.23 | 2.84 | Key performance results |

## Conclusion

One of the main criteria in terms of quality and its continuous improvement is customer attraction and retention. If an organization wants to achieve a position, it must have the greatest emphasis on "customer results". Transcendental organizations measure and achieve important results related to their customers by evaluating the excellence of the telecommunications organization comprehensively. This determines what the organization achieves in relation to its external customers. This can be measured by the organizational excellence model. This study also sought to evaluate the employees of Ilam Telecommunication Organization using the indicators of organizational excellence model. In fact, organizations with continuous evaluation, increase the level of employee and customer satisfaction and design their future strategies based on their needs and wants.

As mentioned, this model has 9 criteria, of which five criteria are empowerment and four criteria are results. The criteria have a total of 1000 points (500 points for enablers and 500 points for results). If an organization can fully implement the model in its organization, it can get 1000 points. The distinctive feature of this model is that it allows the management to evaluate the excellence of the Telecommunication Organization of Ilam Province based on the EFQM under its management, and to be able to compare it with other similar organizations. The Excellence Model (EFQM) helps the organization identify the distance and then choose the solution more carefully. Based on the results, it has been determined that 75.9% of the respondents are men and 24.1% are women. Also, in terms of age index, the highest frequency was in the

category of 30-40 years with 109 people, equivalent to 54.5%. In terms of education, the highest average of diploma education with 104 people is equal to 47.2% and also the highest frequency of respondents' work experience in the category between 15 to 20 years of work experience with 66 people equal to 32.9% is. As it was observed, a section related to statistical indices of research variables was descriptive statistics extracted from the results of questionnaires. The following table summarizes the two main indicators of mean and standard deviation of these variables. onsidering the main issue of the research and relying on the evaluation of excellence of Ilam Telecommunication Organization based on the indicators of EFQM organizational excellence model, the results of the research are presented according to the collected data and statistical tests, the results of which are as follows:

- According to results of the research, both the upper and lower limits of the leadership factor were positively less than 0.05 (25.7 and 30.6) and also according to the average obtained / 1 It is 53 which is higher than the standard value of this factor (30). This indicates that the leadership factor of Ilam Telecommunication Organization is higher than the desired situation.

- According to results of the research, both the upper and lower limits of the employee factor were positively less than 0.05 (15.5 and 10.9) at the significant level, and also considering the mean obtained / 2. It is 40 which is higher than the standard value of this factor (27). This indicates that the factor of the employees of Ilam Telecommunication Organization is higher than the desired situation.

By conducting this research and using this model, the organization can evaluate its success rate in implementing improvement programs at different times and on the other hand, compare its performance with other organizations, especially the best ones. This study can show the importance of attention and application of excellence models, especially the famous EFQM model in organizations in order to improve employees' attitudes toward change and thus their acceptance of change processes.

Organizations that are truly outstanding try to satisfy their stakeholders by showing what they have achieved and what they will achieve in the future. This is difficult to do, even in the most favorable working conditions. Therefore, as global competition increases, technological innovations occur rapidly, processes change, and constant changes occur in the economy, social conditions, and the customer environment, it will be difficult to continue.

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