

Performance of Kerman Province Public Libraries Based on the EFQM Excellence Model

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Abstract

Purpose: The aim of this survey is to study the level of excellence and identify the strengths and weaknesses of performance in public libraries in Kerman, focusing on organizational excellence criteria.

Methodology: The research is descriptive with a measurement approach, and the data collection tool is a standardized questionnaire based on the EFQM Excellence Model. The questionnaire has been standardized and approved by European Quality. The population under study includes librarians and individuals in charge of public libraries in Kerman, with a statistical sample comprising the entire population, totaling 54 individuals.

Findings: Descriptive statistics indicate that the average self-assessment score of Kerman public libraries are as follows: leadership, 62.69/100; policy and strategy, 47.61/80; people, 47.81/90; partnership and resource, 50.02/90; processes, 69.67/140; customer/user results, 116/200; people results, 46.91/90; society results, 37.56/60; and key performance results, 76.6/150. The total score for the nine main EFQM excellence criteria is 554.87/1000 for public libraries in Kerman.

Conclusion: The survey findings indicate that leadership, strategy and policy, processes, and customer/user results are strengths, while people, partnership and resources, people results, society results, and key performance require improvement in Kerman public libraries.

Value: Given the importance of evaluating public library management, the results of this research can be utilized for planning and improving of public libraries in Iran.

Key Words: *Organizational Evaluation, EFQM Excellence Model, Performance Evaluation, Organizational Excellence, Public Libraries.*

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Extended Abstract

Introduction: Public libraries exist in many countries and are often considered an essential part of an educated and literate population. The activities of public libraries are vital to society. They serve as centers of social education, support for leisure, and places for citizen interaction. Public libraries are cultural institutions that rely heavily on public funding and, consequently, on positive social conventions. They must lead in demonstrating the role and value they provide to communities. Library services can be evaluated at different stages of the library's planning and implementation cycle. Libraries must assess their services to find ways to serve patrons better and demonstrate their value to their communities. Measuring library services helps managers enhance service quality. For analysis, it is beneficial to use a variety of evaluation models. This approach provides managers in all types of libraries with complete and up-to-date guidelines on how to evaluate and improve library services. Most library managers are continually seeking ways to enhance their services and demonstrate their value. The EFQM model is one of the effective tools for analyzing library services, providing librarians with appropriate measurement tools.



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Purpose: The EFQM Excellence Model is a widely used organizational framework in Europe and service as a practical tool to help organizations measure their progress on the path to excellence, identify gaps, and develop solutions. This model incorporates fundamental concepts such as leadership, strategy, people management, partnerships and resources, and results. The EFQM Excellence Model provides a comprehensive and holistic framework for assessing and enhancing organizational performance. This study focuses on evaluating the function and performance of public libraries in Kerman City based on the organizational excellence model of the European Foundation for Quality Management (EFQM). The aim of this survey is to examine the level of excellence and to identify the strengths and weaknesses of performance in Kerman public libraries with respect to organizational excellence criteria.

Methodology: The research is descriptive in nature with a measurement approach, and the data collection tool is a standard EFQM model questionnaire. The questionnaire, approved by the European Foundation for Quality Management, consists of fifty closed, equally weighted questions with four options, classified into nine criteria (five enabler criteria and four result criteria). The criteria include: leadership (5 questions), policy and strategy (4 questions), human resources (5 questions), partnerships and resources (5 questions), processes (7 questions), user-related results (9 questions), employee results (5 questions), society results (3 questions), and key performance results (7 questions). The study population consists of librarians and individuals responsible for public libraries in Kerman. The statistical sample includes the entire population, totaling 54 individuals.

Findings: The results obtained from descriptive statistics of the survey indicate that the average self-assessment score of the performance of Kerman public libraries was as follows: leadership, 62.69 out of 100; policy and strategy, 47.61 out of 80; people, 47.81 out of 90; partnerships and resources, 50.02 out of 90; processes, 69.67 out of 140; customer/user results, 116 out of 200; people results, 46.91 out of 90; society results, 37.56 out of 60; and key performance

results, 76.6 out of 150. In total, the nine main excellence model criteria yielded a score of 554.87 out of 1000 for the public libraries of Kerman. Of the 500 points allocated to enablers criteria, the libraries obtained 277.8 points, and of the 500 points for results criteria, 277.07 points. Therefore, the scores for enabler and result criteria are relatively close, with enablers slightly higher. Furthermore, the findings indicate that the performance quality level of Kerman's public libraries, based on the nine EFQM criteria, shows that within the enabler field; the policy and strategy criterion (47.61 percent) had the greatest gap, while the processes criterion (69.67 percent) had the smallest gap from the expected standard.



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Table 1. Performance Evaluation of public libraries in Kerman City

Row	Criteria	Average Score (%)	Weight Factor	Weighted Score (%)	Pattern Score
1	Leadership	62.69	1.0	62.69	100
2	Policy and Strategy	59.52	0.8	47.61	80
3	Employees (Human Resources)	53.13	0.9	47.81	90
4	Partners and Resources	55.58	0.9	50.02	90
5	Processes	49.77	1.4	69.67	140
6	Total enabler criteria			277.80	500
7	Customer Results (User)	58.00	2.0	116	200
8	Employee Results	52.13	0.9	46.91	90
9	Community Results	63.60	0.6	37.56	60
10	Key Performance Results	51.07	1.5	46.60	150
	Total Result criteria			277.07	500
	Overall Score (Kerman Public Libraries)			554.87	1000

In this context, it should be noted that library management, which plays an important role in the development and improvement of services, is in a relatively strong position. Specialized activities and work processes are also in good condition, indicating that public libraries have an acceptable capacity to progress and carry out their professional function. These strengths can significantly contribute to the advancement of other components. Accordingly, planning to enhance the professional capacity of staff and develop appropriate policies is considered one of the key goals in this regard. As public libraries expand their support activities in developing services and strengthening staff, it is expected that better conditions will emerge in the future, enabling librarians to succeed in achieving their strategic objectives.

Conclusion: Analyzing of the findings indicates that the criteria of leadership, strategy and policy, processes, and customer/user results represent strengths, while the criteria of people, partnership and resource, people results, society results, and key performance are identified as areas requiring improvement in public libraries of Kerman City. Accordingly, attention to the structure of public libraries- including their role, status, human resources, programs, work processes, and other factors- should be a key focus for senior managers. These libraries stand at the forefront of the cultural and social movement of society, serving numerous groups within the community. Furthermore, paying attention to future programs and their development is of great importance, as public libraries function as the public universities of society. public libraries hold considerable value in terms of efficiency in providing information resources, professional services, specialized processes, innovation, development, and maintaining social status. Result orientation and

achieving customer satisfaction are particularly significant for these institutions. Providing diverse information services and utilizing multiple resources to meet users' information needs are essential for the continued growth of these cultural centers. Recommendations of this research include employee training programs, implementation of self-evaluation, improvement of work processes, enhancing staff awareness of model indicators, increasing user satisfaction, conducting specialized surveys, and comprehensive planning.

Value: Considering the importance of evaluating the management of public libraries, the findings of this research can be applied to the planning and improvement of public libraries in Iran. They can also be utilized to enhance user satisfaction and deliver higher-quality services. Furthermore, it should be emphasized that any systematic evaluation of library services contributes to the development and expansion of the effective activities of public libraries.

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