

# The Impact of the Organization Management System Model on its Level of Excellence: The Case of Slovakia

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## Abstract

The aim of the article is to present the results of an investigation into the relation between the existence of an organization's quality management system and its 'Level of Excellence' (LoE). Excellent organizations are considered to be those that achieve and maintain an excellent level of quality and performance and at the same time, they meet or exceed the expectations of all parties involved. The basis of the research was to determine the level of organizational excellence according to the EFQM model over the past 20 years, divided into three periods (1997-2000; 2001-2012; 2013-2016) in which the effect of the ISO 9000 family and the EFQM Excellence Model updates can be studied. Over these years, the model has been adapted and developed, but its purpose and nature have remained unchanged. The results of the evaluation, obtained as scores for the individual criteria, were analyzed in detail and with the use of a bar chart created, they were presented graphically and evaluated statistically. The study is based on the assumption that a specific approach to the organization's quality management system is the determining factor of its Excellence. In the research, we used interviews with organization managers and subsequent self-assessment of organizations using the EFQM Business Excellence Matrix that is valid in three different stages of the research. These analyses have enabled organizations to show where they are on their path to Excellence.

The overall finding was that the existence of a documented quality management system compliant with ISO 9001 has a positive impact on its 'Level of Excellence', which was demonstrated by following six indicators: 'Processes' (resp. 'Processes, Products, Services'); 'Enablers'; 'Customer Satisfaction' (resp. 'Customer Results'); 'Business Results' (resp. 'Key Performance Results'); 'Total' score and 'Efficiency' as the indicator of the ability of organization to transform 'Enablers' to the 'Results'. One limitation of the research was the scope of data gathered and the ability to monitor organizations over a longer time period, but in general, we can say that organizations operating in Slovakia are gradually improving. The originality of the research is in results and findings for the development of further efforts to improve organizations according to Business Excellence model, not only under Slovak conditions, but also at the international extent, as the results of the study can be generalized.