

The Impact of the Organization Management System Model on its Level of Excellence

Kristina Zgodavova, Pavol Palfy

Technical University of Kosice, Faculty of Metallurgy, Department of Integrated Management Systems Letna 9, 042 00 Kosice

The purpose of the paper is to present the results of the examination of the relationship between the implemented model of the organization management system and the level of its excellence. Excellent organizations are those that achieve and maintain an excellent level of quality and performance while meeting or exceeding the expectations of all stakeholders. The basis of the research was the identification of the degree of excellence of organizations according to the EFQM model over the period of the last 20 years, divided into three time periods. Identified was the existing model of organization management system, size and industry, as well as characteristics of its quality culture. Over these years, the model has been adapted and developed, but its purpose and substance remained unchanged. The results of the evaluation obtained as a score in the individual criteria and sub-criteria were subjected to regression analysis using the appropriate S-curves, the aggregate scores of the individual organizations and the ratio of the results to the assumptions as an indicator of the efficiency of the management system were presented. The study is based on the assumption that the specific approach to the organization's management system is the limiting factor of its excellence. Self-assessment EFQM Business Excellence Matrix was used for the research, which allowed organizations to determine where they are on their journey towards excellence. The overall finding is that the improvement of a particular organization's management system over time can be displayed by the S-curve model with appropriate coefficients, which at the same time determines the potential limiting level of achievement of the organization's excellence and success. Further improvement expressed by increasing EFQM Score is contingent on the system change, characterized by a new S-curve. Determining the new curve parameters allows to predict an appropriate time for changing the QMS approach. A certain research constraints have been the extent of the data obtained and the ability to monitor some organizations over a longer period.