

# AN OVERVIEW OF THE CRITERIA AND DIMENSIONS OF THE MOST IMPORTANT ARAB MODELS FOR EXCELLENCE MANAGEMENT IN BUSINESS ORGANIZATIONS.

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## ABSTRACT

There exists a set of global models that have focused primarily on excellence and its management, each relying on different criteria and principles. These models addressing excellence management vary both at the global and Arab levels. Clarifying the underlying principles and governing values of these models is of utmost importance. This clarification aids organizations in ensuring the application of excellence standards, measuring the level of performance or service provided. Hence, the significance of this study emerges, aiming to present some models and awards of excellence in Arab countries, highlighting their key features and dimensions, and attempting to compare them with global excellence management models. The study concludes that both global and Arab excellence models share many dimensions and criteria through which excellence is managed within organizations, as these organizations operate globally within the framework of openness to the global market.

**Keywords:** Excellence, Performance, Excellence Management, Arab Models

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## INTRODUCTION:

In recent times, organizations have increasingly focused on what is known as excellence management, seeking to adapt to the new business environment and the outcomes of globalization and competitive dynamics. It has become imperative for every organization striving for survival and continuity to possess a robust management system to keep pace with success and progress. There is no place in the market except for distinguished organizations. Excellence management is among the modern concepts that have emerged to be added to the extensive list of terms known in management thought, earning its prestigious status in organizational theory. It serves as a modern management philosophy attributed to the emergence of organizations tasked with finding the most effective ways to enhance organizational performance, development, and satisfy various stakeholders within the organization.

As excellence management represents a contemporary managerial practice, business organizations should strive to achieve it to attain success, superiority, expansion, thereby enhancing their competitive capabilities, achieving the desired market share, and ensuring sustainable continuity.

**Research Problem:** In this context, the aim of this article is to shed light on the concept of excellence comprehensively. It further aims to present some models and awards of excellence in Arab countries. The following problems were addressed:

**What are the most important criteria and dimensions of excellence management models in Arab countries, and are there differences between them and global models?**

This problem encompasses a set of sub-questions:

- What is meant by excellence management? What are its key principles?
- What are the most important Arab models of excellence management?
- What are the differences between them and global excellence management models?

**Research Hypothesis:** The study assumes that most excellence management models in Arab countries are based on the dimensions and criteria of the European excellence model.

**First Axis:** Theoretical Concepts of Excellence Management

**1. Definition of Excellence Management:** The concept of excellence management is grounded in a clear theoretical framework that emphasizes integration and interconnection, adhering to systemic thinking logic. Systemic thinking views the organization as an integrated system where its elements interact and its mechanisms intertwine, thereby producing outputs as the result of its collective capabilities. (Al-Salmi, 2002, p. 21).

Excellence management is also defined as excellence in business activities, strategies, and performance outcomes relevant to stakeholders, validated through assessments using related business excellence models. (Business Performance Improvement Resource, 2013).

According to F. Breyfoyle, excellence management is a continuous management system for achieving the organization's goals, strategies, and operations, where each individual performs the right tasks correctly and at the right time. According to the European Organization for Quality Management, it represents outstanding practice in managing the organization and achieving results that satisfy various stakeholders related to the organization, such as customers, employees, shareholders, etc. (Iribarne et al., 2005, p. 4).

**2. Basic Principles of Excellence Management:** There are fundamental principles of excellence management that contemporary business organizations striving for excellence must consider. The most important of these principles can be summarized in the following points:

1. **Balanced Results Achievement:** Distinguished organizations achieve their mission and progress towards realizing their vision through planning and achieving a balanced set of results that meet the short and long-term needs of stakeholders, surpassing them.
2. **Leadership:** Distinguished organizations have leaders capable of formulating and embodying the future vision into achievable reality and acting as role models for values and professional ethics. (Iribarne et al., 2005, p. 114).
3. **Customer Focus:** Customer focus here refers to both internal customers - employees - and external customers - society, clients, etc. Total quality aims to focus on the customer as the

central axis of the system by attempting to meet their expectations and satisfy their needs. It recognizes that the service recipient is the basis of its existence and strives to satisfy them.

4. **Process Focus:** Working on improving all processes within the organization due to their clear impact on the quality of inputs, including activities and processes at different levels. The successful implementation of any process requires an understanding of what determines the process's performance, outputs, and results. The organization's strategy's success is linked to the success of all its processes from planning, organizing, decision-making, etc., making the outputs of each process the inputs of the other process, within an integrated and interconnected chain ultimately leading to final outputs in goods and services. Flexibly managing the organization's processes leads it to manage excellence. (Thomas & others, 2008, p. 17).
5. **Employee Involvement:** It relies on harnessing the workforce's experiences effectively through teamwork and participation in decision-making, improving their skills and capabilities through training and development, and providing the organizational environment supportive of innovation and creativity.
6. **Continuous Improvement and Sustainable Future:** Distinguished organizations incorporate standards of institutional behavior in the work environment to enable them to achieve environmental, social, and economic sustainability. These principles are interconnected and intertwined in a continuous manner.

## **Second Axis: Presentation of Some Arab Models of Excellence Management**

We will attempt to present the most prominent Arab models in the field of excellence management, detailing their criteria and principles:

**1. King Abdullah II Award for Excellence:** The King Abdullah II Center for Excellence oversees and administers this award, established in Jordan in 2006, aiming to achieve several objectives. (King Abdullah II Award for Excellence in the Private Sector, 2013, p. 7)

- Disseminating a culture of excellence by raising awareness of concepts of outstanding performance and quality in accordance with global excellence models.
- Providing guidance and standard foundations for institutions in the King Abdullah II Excellence Awards across all sectors.
- Measuring the progress and development in the performance of government entities and promoting positive competition among them.

The criteria of the King Abdullah II Excellence Awards (Excellence Model) serve as a nonprescriptive framework based on nine criteria, five of which are "Enablers" and four are "Results". The "Enablers" criteria cover what an organization does and how it does it. The "Results" criteria cover what an organization achieves. "Results" are the outcomes of the "Enablers", and the improvement of "Enablers" is achieved through feedback from "Results". The model underscores the dynamic nature, highlighting the role of learning, innovation, and creativity in enhancing the enablers, leading to better results.

The King Abdullah II Center for Excellence manages three awards:

**1. King Abdullah II Award for Government Performance Excellence and Transparency:**

This award was established in 2002 with the aim of enhancing the public sector's service to the Jordanian community across all sectors. The award obliges participation in spreading awareness of Total Quality Management concepts, excellent performance, and mandatory participation. Its objective is to improve and develop the performance of ministries and government institutions in serving Jordanian citizens and investors by promoting awareness of excellent performance, quality, and transparency concepts. It highlights the outstanding efforts of public sector institutions and showcases their achievements in developing their systems and services, aiming to be the highest award for excellence in the public sector at the national level. ([www.kau.jo](http://www.kau.jo), 2021).

The evaluation of the public sector is based on the Excellence Pyramid, which measures the extent to which public institutions adopt the three principles of optimal government practices: focusing on service recipients, focusing on results, and operating transparently.

Currently, the award is granted in the following categories: ([www.kau.jo](http://www.kau.jo), 2021)

- **Participating Ministries and Institutions:** This award is granted to ministries and public institutions that participate for the first time or for multiple times.
- **Excellent Government Service Award:** This award aims to build a framework for improving the level of services and their delivery to service recipients, as well as building and disseminating a culture of excellent government service. It aims to develop mechanisms and systems for dealing with "the voice of the service recipient."
- **Government Innovation Award:** This award aims to encourage ministries and government institutions to adopt innovation in their management, operations, activities, and services, and to build a culture of innovation to better cope with the increased demand for services from citizens.
- **Excellent Government Employee Award:** Each ministry/institution nominates three employees for the Excellent Government Employee Award. The categories of the Excellent Government Employee Award include:
  - **First Category:** Excellent Leadership/Supervisory Employee Award
  - **Second Category:** Excellent Administrative/Technical Employee Award
  - **Third Category:** Excellent Support Employee Award

## **2. King Abdullah II Award for Excellence in the Private Sector:**

Established in 1999, this award stands as the first and most prestigious award for excellence at the national level in Jordan. Its primary goal is to enhance competitiveness among Jordanian institutions by promoting awareness of Total Quality Management concepts and excellent performance, and highlighting the outstanding efforts and achievements of national institutions in developing their systems, products, and services. The award aims to stimulate private sector institutions to compete locally and internationally and achieve excellence in all fields while exchanging outstanding experiences and success stories among them. Participation in the award is optional, unlike the Government Performance Excellence Award.

The award is granted in six categories to private sector institutions:

- Large Industrial Institutions or their Subsidiaries (with 250 or more employees and registered capital of 30,000 Jordanian Dinars or more).
- Large Service Institutions or their Subsidiaries (with 250 or more employees and registered capital of 30,000 Jordanian Dinars or more).
- Small and Medium Industrial Institutions (with 249 or fewer employees and registered capital of 30,000 Jordanian Dinars or less).
- Small and Medium Service Institutions (with 249 or fewer employees and registered capital of 30,000 Jordanian Dinars or less).

The King Abdullah II Center for Excellence builds a specific model for private sector excellence, similar to the European Excellence Model, which is measured by distributing 1000 points.

The award is given in each cycle to one or more winning institutions in each of the following categories: Agricultural Institutions and Agricultural Marketing, Institutions that have won the award in two or more cycles, the Jordanian Source Award, and the Environmental Sustainability Award.

Excluded from participating in the award are: tobacco and alcohol companies, institutions operating in the military products and equipment sector, religious and charitable institutions, and non-profit associations.

The importance of participating in the award lies in several points:

- It helps measure the current performance of the institution according to the award's criteria.
- It adopts excellence criteria and best international practices in developing internal systems and in the self-assessment process, aiming to identify strengths and improvement opportunities within the institution.
- It inspires and motivates employees to make maximum efforts to obtain the award and instills enthusiasm in the institution.
- It showcases significant achievements, thereby enhancing the institution's reputation and brand in front of clients and stakeholders.
- Each participating institution receives an evaluation report on its performance, highlighting key strengths and improvement opportunities, helping institutions adopt award criteria in examining and improving their systems and performance.

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In each category of the award, there is one winning institution that receives the King Abdullah II Award for Excellence, while competing institutions that do not receive the award are awarded a "Seal of Excellence" certificate.

**The award is based on nine criteria:** Leadership, Strategy, People, Partnerships and Resources, Processes and Products/Services, Customer Results, People Results, Society Results, and Key Results. These criteria are illustrated in the following figure.

**Figure 1:** Criteria of the King Abdullah II Award for Excellence for the Private Sector



### 3. King Abdullah II Award for Excellence for the Business Associations and Non-Profit Institutions Sector:

The King Abdullah II Excellence Center launched the King Abdullah II Award for Excellence for the business associations sector in May 2006. In 2013, the award expanded to include non-profit institutions, becoming the highest excellence award for both business associations and non-profit institutions at the national level. The purpose of this award is to establish standards for Jordanian business associations and non-profit institutions based on international best practices. The award serves as an incentive for these entities to provide the best service to both the public and private sectors. The center began implementing the European Excellence Model (2013) developed by the European Foundation for Quality Management for this award. The award consists of three stages: the Best Practices Mark, the Excellence Seal, and the King Abdullah II Award for Excellence, which is considered the highest excellence award for business associations at the national level.

The benefits of participating in the award include:

- All participating business associations and non-profit institutions receive an evaluation report on their performance, highlighting strengths and improvement opportunities. This helps organizations to develop their performance and administrative systems.

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Participating business associations and non-profit institutions can benefit from books and references provided by the American Society for Association Executives, available in the King Abdullah II Excellence Center library.

- Award-winning business associations and non-profit institutions can compare themselves with similar entities outside Jordan, using statistics and studies provided by the American Society for Association Executives.

### **Firstly : Dubai Government Excellence Program:**

Established in 1997, the program aims to enhance the performance of Dubai government departments in all aspects including services, management, and innovation. The program includes incentives such as the annual Dubai Government Performance Award, which is mandatory for government departments to participate in to elevate governmental performance to match that of the private sector.

The program is an independent entity supported by Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai. The program team regularly updates the program's system, revises its categories, standards, methodologies, and working methods to keep pace with modern changes in management and quality and efficiently respond to the needs and requirements of the government sector in Dubai.

#### **1.The objectives of the program include:**

- Developing the government sector and improving its performance by providing moral incentives and conducive working conditions that encourage constructive cooperation and positive competition within the government sector.
- Supporting development and improvement programs in government departments, enhancing productivity, increasing efficiency, rationalizing spending, ensuring the delivery of highquality services, and disseminating concepts of excellence, innovation, and quality.
- Emphasizing the importance of the government sector in directing and supporting comprehensive development plans, providing an advanced and stimulating work environment for good performance in all fields, and confirming the role of this sector in serving the business community and supporting the private sector.
- Providing guidance through principles and standards to measure progress and development in the performance of government departments.
- Ensuring that the government sector fulfills its duties and tasks to the fullest extent with high levels of quality, efficiency, and professionalism.
- Expressing Dubai's gratitude and appreciation for outstanding government departments in their performance, productivity, services, projects, programs, plans, and work methods.
- Encouraging government employees at all levels to be creative, excellent, committed, proficient in customer service, and efficient in job performance.

#### **2.The award categories are divided into four:**

- Institutional Excellence Categories



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Functional Excellence Categories

- Special Recognition
- Mohammed bin Rashid Al Maktoum Government Innovation Initiative

### **Secondly : The Algerian Model for Excellence:**

Similar to many countries worldwide, Algeria has shown interest in excellence to keep up with global developments and challenges. The proposal to establish a national model for excellence was first introduced in 2000 as part of a program to develop a national evaluation system by the government. This model was officially approved by Executive Decree 05-02 dated January 6, 2002. It falls under the supervision of the Ministry of Industry and Investment Promotion, represented by the Quality and Industrial Safety Department. The award ceremony takes place on December 19th each year, coinciding with the National Day of Standardization and Quality. Through this award, the overseeing authority aims to promote a culture of quality in Algerian institutions and emphasizes continuous quality improvement as the path to excellence in performance. The Algerian Quality Award (PAQ) provided by the National Model for Excellence includes a monetary reward of 2 million Algerian dinars, along with a trophy and an honorary certificate, and is awarded annually.

#### **1.Evaluation Methodology:**

The national model offers an evaluation methodology that is generally consistent with other excellence models. The evaluation process is based on eight criteria, seven of which represent principles, while the eighth criterion focuses on results. Organizations seeking to apply for the award must submit a comprehensive report on the status of these criteria, ranging from 40 to 80 pages, highlighting their actual situation during year N and the various measures taken to improve the organization's performance and progress towards excellence. The report is submitted in five copies to the Quality and Industrial Safety Department by July 31 of year N+1 for evaluation and review by a specialized committee comprising managers, academics, and evaluation experts who have received specialized training from leading countries in this field.

The evaluation process begins with field visits to examine and delve into various elements of the report through interviews and inquiries with managers and officials of the participating organizations. The evaluation results determine the organization that has demonstrated significant progress towards excellence, and the award is presented at a ceremony organized by the supervising ministry, coinciding with the National Day of Standardization on December 19th of each year. The award encompasses institutions operating nationwide, including small and medium-sized enterprises, large public or private institutions, whether for-profit or non-profit.

#### **2.Model Criteria:**

The evaluation is based on a scoring scale of 1000 points distributed with varying weights across the eight evaluation criteria. The following is an explanation of these criteria and their respective points:

- **Management Commitment: 120 points:** This criterion examines the actions of board members and their support for a culture of quality and excellence, in addition to meeting the needs and desires of stakeholders.

**Strategy and Objectives: 80 points:** This criterion focuses on the presence of a clear quality strategy, employee understanding of it, and its alignment with the overall institution's strategy.



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- **Customer Focus: 200 points:** This criterion measures customer satisfaction and the methods used by the institution, as well as the institution's ability to respond to customer requirements and the level of services provided to them.
- **Quality Control: 120 points:** This criterion aims to understand the effective methods through which the institution ensures control over the quality of its products and services and manages processes affecting quality.
- **Quality Measurement: 80 points:** This criterion explains how the institution selects standards to measure quality and excellence objectives, controls these standards, assesses their impact, and reflects them on future improvement processes.
- **Quality Improvement: 80 points:** This criterion focuses on continuous improvement activities and their effectiveness within the institution, demonstrating the institution's ability to address deviations between expected quality objectives and achievements.
- **Employee Participation: 100 points:** This criterion reflects the institution's adoption of a participatory spirit and providing opportunities for employees in various functional activities through informing, training, and motivating them.
- **Results: 200 points:** This component includes the institution's business results regarding the satisfaction of its customers and employees, its financial performance, and its market share.

**Several institutions have won the award since its establishment, including:**

- In 2003: The Pharmacy Group for Pharmaceutical Industry.
- In 2013: The National Institution for Electro-Home Appliances (ENIEM).
- In 2014: Knauf Gypsum Institution in Oran.
- In 2019: Stal Company for Manufacturing and Maintaining Tram Cars. □ In 2022: Agro Industry Company Cevital.

**The Third Axis: Comparison between Global and Arab Excellence Awards**

After presenting the most important Arab models for excellence management, we will attempt to compare them with global excellence models. The following table summarizes the main points of comparison and differentiation:

**Table 1:** Comparison between Some Global Excellence Awards (Source: Maysar Ibrahim Ahmed Al-Jubouri, The Future Roles of Global Quality Awards, University of Mosul, Iraq, 2001, p.17.)

King Abdullah II Award for Excellence	European Award	Malcolm Baldrige Award	Deming Award	Comparative index
Hashemite Kingdom of Jordan	European Union countries	America	Japan	Sponsor country
1555	1551	1591	1591	Establishment date
Processes, resources, quality, results	Improving the competitiveness of European companies, European companies only	Continuous improvement	statistical methods in quality control	Concentration
Jordanian and Arab companies and institutions	Large commercial enterprises	American companies only	Japanese companies or companies from other countries	Boundaries
Large industrial enterprises, large service enterprises or their subsidiaries, small and medium-sized industrial enterprises, service enterprises, agricultural institutions	Support units for large, medium, and small enterprises, and public sector organizations	large manufacturing companies, large service companies, small organizations, healthcare sector, education sector	Any organization or company	Scope
Five criteria, 1000 points	Nine criteria, 500 points for excellence criteria and the rest distributed among the basic criteria with a total of 1000 points.	seven main criteria with a total of 1000 points.	Ten criteria with no specific points allocated."	Structure
Jordanian ownership, Jordanian Japanese fertilizers, Al-Yasra Farms.	Rank Xerox, Cisco Systems Hewlett-Packard Capgemini	Xerox ·IBM ·Cadillac	Motorola ·Toyota ·Florida Energy	Examples of winners
The specific domain limited to the private sector only	The complexity of mechanisms, structures, and operational mechanisms of the award.	Not all administrative issues encompass elements such as financial performance, which is difficult to evaluate due to its association with returns, prices, and costs that vary from one industry to another.	In the quest for liberation from the dominance of statistical methods in controlling...	Indicators of the award
<a href="http://www.kaaps.jo">www.kaaps.jo</a>	<a href="http://www.eoq.org/SMEAwards">www.eoq.org/SMEAwards</a>	<a href="http://www.quality.nist.gov">www.quality.nist.gov</a>	<a href="http://www.deming.org/demingprize">www.deming.org/demingprize</a>	Website location

Through our previous presentation of the most important Arab, global, and local models, we find that there is an agreement among these models regarding the importance of quality management and excellence in improving institutional performance and achieving competitive advantage. Therefore, it is necessary to adopt a comprehensive approach to institutional excellence in institutions of all levels to achieve quality and excellence.

### **Study Results:**

- Excellence management is a modern and advanced management practice and is the ultimate goal that business organizations strive to achieve by improving the quality of their services and products to a level that exceeds customer expectations and adds value to all stakeholders associated with the organization. The study reached a number of results, the most important of which are:
- Arab countries have tried to keep pace with developments in the business environment by creating models for excellence management specific to their economic communities, each according to its own criteria and objectives. They target all categories: government and private institutions, entities, individuals, profit and non-profit organizations.
- After comparing Arab models with the rest of the global models in terms of criteria, target categories, and other comparison areas, we concluded that most of them were based on the criteria of the European Excellence Model, which is one of the most prominent models of excellence management widely used in the contemporary world.
- Modern management methods such as Japanese quality circles and building cohesive teamwork have become the required challenge in changing managers' perspectives to create excellence, which requires their fundamental commitment to accepting change and dedicating efforts to develop skills and capabilities in line with the requirements of this era.
- Business organizations seeking excellence and increasing their returns and value in the labor market must understand the keys and secrets of excellence, focus greatly on learning and knowledge, and engage and adapt to all scientific and technological developments in the business world.

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