The Impact of Applying Excellence Models on Enhancing Organizational Performance, An empirical study on the Information and Decision Support Center (IDSC) of the Egyptian Cabinet

By

Dr. Mohamed Abd El-Kader Shehab El-Din

Lecturer of Business Administration

Deraya University

Mohamed.shehab@deraya.edu.eg

Mohamed Sayed Mohamed

Assistant Lecturer of Business Administration

Deraya University

Mohammad.sayed@deraya.edu.eg

Scientific Journal for Financial and Commercial Studies and Research (SJFCSR)

Faculty of Commerce – Damietta University

Vol.6, No.2, Part 1., July 2025

APA Citation

Shehab El-Din, M. A. and **Mohamed**, M. S. (2025). The Impact of Applying Excellence Models on Enhancing Organizational Performance, An empirical study on the Information and Decision Support Center (IDSC) of the Egyptian Cabinet, ***Scientific Journal for Financial and Commercial Studies and Research***, Faculty of Commerce, Damietta University, 6(2)1, 1015-1054.

Website: https://cfdj.journals.ekb.eg/

The Impact of Applying Excellence Models on Enhancing Organizational Performance, An empirical study on the Information and Decision Support Center (IDSC) of the Egyptian Cabinet

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Abstract

This study aimed to investigate the impact of applying excellence models on enhancing organizational performance through the empirical study on the Information and Decision Support Center (IDSC) of the Egyptian Cabinet. IDSC is the first governmental institution in Egypt and Africa to receive the "Committed to Excellence" certificate of the European Foundation for Quality Management (EFQM).

To achieve the study objectives, a descriptive analytical approach was adopted. A random sample approach of 230 participants working at IDSC by using an online self-administered survey. The study results revealed a positive significant effect for the application of institutional excellence models on the overall organizational performance at IDSC. The combined effect of direction, execution, and results as dimension of the excellence model forms a virtuous cycle that drives continuous organizational improvement. A focus on measurable outcomes (Results dimension) improves financial, non-financial, operation metrics, validating the Excellence Model's holistic approach.

The study recommended the establishment of a clear framework to identify the optimal methods for applying the EFQM model of excellence, which is a dynamic model by nature. Leadership at IDSC must adopt a culture of institutional excellence and work to instill it within the organization through exchange visits, and establishing partnerships with distinguished regional and international research centers, think tanks and highly competitive institutions.

Keywords: Excellence Models, EFQM, Organizational Performance, IDSC.

1. Introduction

In today's business turbulent environment, ordinary and standard performance is no more a guarantee of even survival. Businesses have to continuously strive for extraordinary performance to outcompete their rivals. Excellence in itself is the term that represents and stresses this continuous striving for superior performance. Specifically, excellence is generally defined as "a gauge of continuously excellent performance that exceed specifications without exhibiting noticeable defects or waste"(Barnawi, 2022).

The objective of this study is to further support the adoption of excellence models by demonstrating the positive effect of applying organizational excellence models on enhancing organizational performance. The study will be applied to IDSC to manifest this excellence model-performance relationship. The Egyptian Cabinet's IDSC is the first governmental institution in Egypt and Africa to receive the EFQM "Committed to Excellence" certificate. This recognition underscores its commitment to institutional values and a culture of creativity within the work environment (Egypt Independent, 2020, October 28).

2. Theoretical Framework and Review of Previous Studies:

This section will shed the lights on the literature review of the study dimensions, which is excellence models as an independent variable and organizational performance as a dependent variable.

2.1. Organizational performance

The concept of performance is considered one of the most difficult concepts to have a unified definition among researchers. This was confirmed by (Abu-Jarad et al., 2010) that the concept of performance in modern management philosophy faces problems of conceptual clarity in two areas: the first is consensus on a common definition, and the second is the agreement on factors, determinants, and methods of measuring it. Performance measurement is the process of collecting data related to previously defined indicators and standards, while performance evaluation is the process of examining and reviewing the level and extent of progress achieved and comparing it with previously defined indicators and standards (Abu-Jarad et al., 2010). This process is based on the outputs of the performance measurement process. The term performance is sometimes confused with productivity. Therefore, below an attempt to list the most important definitions that address performance:

(Mahmoud et al., 2017) defined Performance as the overall growth of the organization in terms of sales, market share, financial, etc…. Generally, performance encompasses three specific areas of organizational results: first, financial performance, which includes, for example, profits, return on investment (ROI), and return on assets; second, market performance, such as sales and market share; and finally, shareholder return, which includes total shareholder return, economic value added, and so on. In other words, performance is measured and evaluated based on the three previous dimensions.

On the other hand , from organizational perspective, performance is viewed as an integrated system resulting from the organization's activities, within the framework of the interaction of its internal and external components, which encompass several dimensions, including individuals' performance, group performance, and overall organizational performance (Mohammed, 2011).

(Abdulrahaman & Garba, 2020) define performance as the ability of organizations to achieve their goals through organized and proper use of resources. It determines the value and level of organizations within their environment and is measured through measurable quantitative outputs or by comparing them to outputs of other organizations under the same conditions. Performance, in other words, is the effective utilization of resources and is measured through benchmarking or quantitative indicators such as production volume, sales, etc.

According to (Bartuseviciene, & Sakalyte, 2013), performance is the effort an organization exerts to achieve its goals. This is achieved through a set of activities and actions, and by effectively utilizing available resources, especially scarce ones (highly skilled human resources, time, information, etc.). It is measured through several indicators depending on the organization's perspective, direction, and sector (financial, capital, market share, social, etc.). Performance is evaluated using several methods and indicators such as benchmarking, self-evaluation, production volume, the balanced scorecard (BSC), etc.

2.1.1. Resource-based view and organizational performance

The resource-based view postulates that organizational performance is mainly determined by the efficient utilization of an organization’s resources (Otoo, 2024). These resources could be tangible, such as buildings and locations, and intangible, such as intellectual capital (Tjahjadi et al., 2024). According to the resource-based view theory, the organization utilizes these resources to build some capabilities such as superior quality, cost leadership, customer service, innovation, and brand reputation to better enhance its organizational performance (Achmad & Wiratmadja, 2025). Yet, for these capabilities to constitute a competitive advantage and contribute to organizational performance, they have to be rare, inimitable, valuable, and sustainable (Ehie & Ferreira, 2024; Otoo, 2024).

It is important for organizations, when they plan how to use their resources to enhance organizational performance, to realize that the tangible resources are mostly easily acquired by competitors(Tjahjadi et al., 2024). Thus, they have to focus only and rely on intangible resources like intellectual capital because they are difficult to transfer or imitate (Ehie & Ferreira, 2024; Tjahjadi et al., 2024). Accordingly, they are more eligible to build a sustainable competitive advantage leading to superior organizational performance(Tjahjadi et al., 2024).

2.1.2. Strategic perspective of organizational performance

Apparently, organizational performance is an intricate and multifaceted construct (Otoo, 2024). Organizational performance is most often encompassed by both financial and non-financial measures at the same time. The strategic perspective of organizational performance adopts this generic view. From the strategic perspective, organizational performance can be conceptualized as the company's ability to articulate organizational goals that are best suited to the organization's dynamic and complicated external and internal environments and achieve these organizational goals (Otoo, 2024). These articulated goals may be financial or non-financial. More specifically, organizational performance can be manifested in the organization's strategic management abilities and competencies.

2.1.3. Financial perspective of organizational performance

While Organizational performance can be conceptualized in terms of effectiveness or efficiency in financial or non-financial aspects (Otoo, 2024; Raziq et al., 2024), the financial aspect or conceptualization is the most common approach to conceptualize organizational performance(Opatrná & Prochazka, 2023). Those who adopt a mere financial perspective in conceptualizing organizational performance sometimes replace it with organizational/firm/business profitability (Opatrná & Prochazka, 2023). Financial performance of the organization can be defined as an indicator of an organization's ability to dispose of assets and generate revenue(Opatrná & Prochazka, 2023). In such case multiple financial indicators are used as measure of organizational performance such as EBIT (earnings before interest and taxes), profit margin, ROA (return on assets), ROCE (return on capital employed), ROE (return on equity), ROI (return on investment), ROS (return on sales) and EVA (economic value added)(Opatrná & Prochazka, 2023). In addition to these measures, (Hernandez & Lee, 2025) mentioned other related basic measures such

as revenue growth and cost reduction. They also divided these measures into two categories: market and non-market measures, such as stock price and cost reduction, respectively(Hernandez & Lee, 2025) .

2.1.4. Non-financial perspective of organizational performance

The concept of organizational performance has originally evolved over time from a purely financial perspective to broader areas that include non-financial indicators like efficiency, effectiveness, and stakeholders' satisfaction (Zabłocka-Kluczka & Sałamacha, 2023). In contrast to this financial view, the non-financial view is more subjective and less dependent on numbers and financial measures (Otoo, 2024). The balanced scorecard was the most common thrust to using non-financial measures of organizational performance (Antony et al., 2022; Zabłocka-Kluczka & Sałamacha, 2023). According to the balanced scorecard, these non-financial measures include job performance, quality and innovativeness of products or services, modernity of applied technological solutions, efficiency of the organization management, market share, customers' and employees' satisfaction.(Zabłocka-Kluczka & Sałamacha, 2023). Empirical evidence supports that the non-financial aspects of organizational performance have a mediating role in promoting and enhancing organizational financial performance (Antony et al., 2022).

2.1.5. Operational performance

A business process refers to the specific and systematic ordering of work activities across time and space to get intended outputs from certain inputs (Hernandez & Lee, 2025). Business process performance results in improved operational efficiency, enhanced service quality, and reduced cycle times in service processes. (Hernandez & Lee, 2025) The efficiency and effectiveness of business process management are manifested in high operational performance. Operational performance encompasses various dimensions such as cost, quality, delivery, flexibility, and innovation.(Ehie & Ferreira, 2024) Operational performance is multi-faceted and can be measured by a single item. (Ehie & Ferreira, 2024) Operational performance could be (Ehie & Ferreira, 2024):

a) ***Quality performance*** encompasses product performance and conformance to customer specifications.
b) ***Cost performance*** is assessed using the variable and the fixed cost of the process, such as labor unit costs, total product costs, and raw material unit costs

c) ***Delivery performance*** is assessed using delivery flexibility, responsiveness, speed, and reliability.
d) ***Flexibility performance*** indicates the ability to agility in changing the quantity and variety of the process outputs
e) ***Innovation performance*** is assessed using the number of new processes, new products, and the time needed to innovate.

2.1.6. Sustainability view of organizational performance

Furthermore, the multifaceted nature of organizational performance has given more space and opportunity for sustainability concepts to find their way and effect on organizational performance conceptualization. From a sustainability perspective, the triple bottom line measures organizational performance beyond the conventional performance measures like profit maximization, return on equity to include environmental performance and social performance as other performance measures (Khan & Muktar, 2024). More importantly, and in line with the balanced scorecard, the sustainability perspective gave more significance and attention to the long-term resilience as indicator of the organization's performance (Achmad & Wiratmadja, 2025; Talukder et al., 2025). (Talukder et al., 2025) identified three aspects of organizational sustainable performance: Economic performance, social performance, and environmental performance.

a) ***Economic performance***: encompasses implementing the right technology, engaging in research, and rearranging the organization's operations, procedures, and strategic goals in order to make a profit. For developing nations, organizational performance is the ability to overcome financial obstacles to compete with or find less expensive alternatives for goods and services without sacrificing the required level of quality.
b) ***Social performance***: encompasses an in-depth understanding of consumers' buying behaviors and decisions, and creating a demand for sustainably produced goods and services, philanthropic activities.
c) ***Environmental performance***: encompasses enhancing human health, eradication of poverty, and safer workplaces for employees, enhancing individual and community welfare by eliminating risks so that people's well-being, operating sustainably.

2.2. Excellence Models.

2.2.1. Organizational excellence

Organizational excellence reflects the organization's striving for superiority at the organizational level and in achieving the organization's aims. Organizational excellence entails adopting a focus on results and customer satisfaction, leadership and specific goals, process and fact management, employee development, and many other core values of its organizational culture (Al-Dhaafri & Alosani, 2020). Organizational excellence is applicable to both businesses and not-for-profit or public organizations, regardless of their industry (Al-Dhaafri & Alosani, 2020; Rangsungnoen et al., 2024). For profit organizations in particular, Business excellence means a focus on excellence in serving customers while keeping in consideration other environmental and social factors (Rahmati & Jalilvand, 2024). Organizational excellence in general reflects the strategies, measures, and results that any organization adopts to be touted as excellent in serving its stakeholders(Rahmati & Jalilvand, 2024). Moreover, organizational excellence is not only about achieving short-term goals; it is about sustainability as well. Accordingly, based on (Ionică et al., n.d.)'s work, (Ubaid et al., 2020) define organizational excellence as "the best possible use of both internal and external resources to satisfy and surpass customer needs while attaining sustainable business development". Because of these organizational excellence efforts, we can describe the organizations that succeed in these efforts as excellent organizations.

2.2.2. Benefits of having an excellence model:

Given the unquestionable importance and benefits of being excellent organizations, many organizations worldwide spend continuous efforts to factually achieve this status. Unfortunately, being excellent organizations and embedding the core values of organizational excellence is not a piece of cake. Many organizations all over the world face a lot of difficulties and hurdles in achieving this. They lack the guidance, strategies, and motivating powers to achieve organizational excellence. As a result of this, among others, they rely on what is called "excellence models". Adopting a specific excellence model provides multiple benefits and support for organizations seeking excellence, such as:

a) Business excellence models are powerful tools to enable managers to clearly identify the desired results, understand which and how effectively strategies and supported approaches are needed to achieve these results (Sampaio et al., 2012).
b) They improve the organizations' strategic thinking by helping the adopting organizations understand their environment and providing guidelines for implementing excellence management practices (Morgado Oliveira & F. Gomes, 2024). In particular, Organizational excellence models guide the growth and improvement of organizations by enhancing their abilities to identify their strengths and possible opportunities. (Ershadi & Eskandari Dehdazzi, 2019).
c) Excellence models give the adopting organizations more credibility in their external and internal environment as these models implementation is often evaluated by independent third parties (Morgado Oliveira & F. Gomes, 2024).
d) Excellence models promote the adoption of best practices by providing benchmarking of best practices, self-assessment, and continuous improvement (Sampaio et al., 2012).
e) The variety of the available excellent models makes it a feasible excellence guidance for different organizations, whether national or international ones(Sampaio et al., 2012).

2.2.3. What are the excellence models?

Originally, excellence models are inspired by the Japanese quality practices while recognizing the importance of the soft dimension of organizational realities (Mi Dahlgaard-Park & Dahlgaard, 2007). Multiple authors agree that the Japanese quality practices are the foundations for the excellence models (Morgado Oliveira & F. Gomes, 2024; Neyroud et al., 2023; Rangsungnoen et al., 2024). Furthermore, some of them claim that the excellence models are merely the operationalization of the TQM philosophy, which is a Japanese quality practice (Morgado Oliveira & F. Gomes, 2024). Indeed, in the European Foundation for Quality Management (EFQM) model, the term excellence was a replacement for the word quality (Ubaid et al., 2020).Yet, excellence models are going the extra steps by providing clearer and more efficient ways to achieve business excellence, both financially and non-financially (Salih & Dolah, 2023). In addition to that, excellence models have a greater focus on the soft factors such as people, culture, and values. (Sampaio et al., 2012).

The various benefits of the excellence model result in multiple models and widespread proliferation both internationally and locally, at the organizational level and at the departmental level (Rahmati & Jalilvand, 2024). Furthermore, some organizations develop their own excellence models (Hammad et al., 2020). For instance, in 2001, "there were approximately 40 international business excellence awards and 50 quality awards just in the USA" (Sampaio et al., 2012). Given this abundance of excellence models, selecting a model to adopt would be very confusing and time-consuming. As noted earlier, excellence models give adopting organizations external credibility (Morgado Oliveira & F. Gomes, 2024) , which would affect their decisions in selecting the most reputable model. In addition, they may choose the model that is legally approved in their local settings. For not-for-profit organizations, (Rahmati & Jalilvand, 2024) developed five criteria based on a set of studies and expert opinions to identify a suitable excellence model for public organizations. These criteria include three generic ones that would be suitable for businesses to guide their decision on the most suitable excellence model. These five criteria are (Rahmati & Jalilvand, 2024):

a) ***Analysis level of the model***: The level analyzed by the model, starting from the corporate, strategic business unit, department, going down to the individual employee level.
b) ***Model focus***: Does the model focus on the technical factors in organizational evolution (such as strategy, structure, technology, material resources, and facilities, etc.) or the human factors (such as culture, leadership style, organizational atmosphere, etc.)?
c) ***Consideration of environment***: Does the model consider the organization as a closed system or take into consideration the external macro and microenvironment effects?
d) ***Model's attention to specific conditions of public organizations***: Does the model differentiate between public and private organizations, and give attention to the public organizations?
e) ***Model's attention to specific conditions of the public organization managers***: Are the authority limitations and considerations of public sector managers considered?

Give this abundance of excellence models, the three most prominent excellence models are the Deming Prize (DP) of Japan, the European Foundation for Quality Management (EFQM) of Europe, and the Malcolm Baldrige National Quality Award (MBNQA) of the USA (Rangsungnoen et al., 2024; Sampaio et al., 2012). (Sampaio et al., 2012) compares these three popular excellence models according to three dimensions: objectives, quality principles, and success criteria as follows : The EFQM focuses on customer/employee satisfaction, societal impact, and TQM adoption, emphasizing leadership and results. The MBNQA prioritizes performance practices, customer focus, and organizational learning, with criteria like strategic planning and workforce engagement. The Deming Prize evaluates company-wide quality control, stressing continuous improvement, training, and standardization. While EFQM and MBNQA align on leadership and customer-centric goals, Deming emphasizes operational rigor and quality assurance. All models share a commitment to excellence but differ in scope and implementation focus.

2.2.4. The European Foundation for Quality Management (EFQM) Excellence Model.

Historically, the EFQM consisted of nine components that are divided into two general categories (Barnawi, 2022). The enablers which are the organizational pillars upon which the excellence model is built (Barnawi, 2022). They show how things are going to be done(Giménez Espín et al., 2023). And the results specify the different groups of the external and internal environment that are going to be impacted if excellence is achieved.

More recently and practically, the EFQM overall structure consists of three components(Nenadál, 2020):

a) The Fundamental concepts of Excellence: adding value for customers, creating a sustainable future, developing organizational capability, harnessing creativity and innovation, leading with vision, inspiration, and integrity, managing with agility, succeeding through the talent of people, sustaining outstanding results.
b) The Criteria which are the practical framework to guide organizations in transferring fundamental concepts into practice.
c) “The RADAR logic a dynamic assessment framework that allows calculating the overall organizational excellence level (maturity) through pointing out and discovering areas for next improvement of the management system.”(Nenadál, 2020).

More recently, the EFQM has fundamentally developed to incorporate sustainability as an integral pillar and point of consideration for the model implementation (Chomiak-Orsa & Martusewicz, 2023). The new EFQM is mainly designed and revolves around a central thread called the red thread. This red thread states that "the connection between the Purpose and Strategy of an organization and how that is used to help it Create Sustainable Value for its most important stakeholders and the delivery of outstanding results."

Conceptually, the 2025 EFQM model is grounded on a strategic nature combined with a focus on operational performance and a results orientation (EFQM, 2025). The EFQM adopts a holistic perspective and appreciates that an organization is a complex and organized system (EFQM, 2025). Moreover, organizations are seen as complex organizations of interdependent humans that continuously change rather than being predictable and mechanical (EFQM, 2025).

The EFQM model is designed upon seven criteria grouped into three categories as follows (EFQM, 2025):

Figure (1) EFQM Model

Source: (EFQM, 2025)

1. **Direction**:
   a. ***Purpose, vision, and strategy (10%)***: organizations should have a clearly defined reason of existence, long-term aspirations, and strategies.

b. ***Organizational culture and leadership (10%)***: Organizations should have a rich value-driven culture and supportive leadership that elevates the organization's readiness and adoption of innovation and change.

2. **Execution**:
   a. ***Engaging stakeholders (10%)***: being built on the belief that organizations are not operations in a vacuum, the EFQM requires organizations to have a meaningful and balanced relationship with their internal and external stakeholders
   b. ***Creating sustainable value (20%)***: directs organizations to build sustainable long-term value to various stakeholders while taking into consideration the environmental impact.
   c. ***Driving performance and transformation (10%)***: operational performance should be balanced along with transformational efforts, where both are considered and no one is totally neglected.
3. **Results**
   a. ***Stakeholders' perception (20%)***: to assess organizational performance, organizations should continuously rely on key stakeholders' feedback about their experience in dealing with the organization.
   b. ***Strategic and operational excellence (20%)***: Operational excellence is about day-to-day organizational operations, while strategic performance is about the organizational ability to achieve its vision, mission, and strategy. A clear stated linkage that shows how operational excellence will lead to strategic excellence should be established.

Based on the new overall structure, the EFQM established an external evaluation and recognition scheme that ranges from zero to a thousand, to acknowledge the degree of maturity in adopting the EFQM model's guidelines (Morgado Oliveira & F. Gomes, 2024). The EFQM external assessors compare the adopting organization's degree of compliance against the excellence model's guidelines (Morgado Oliveira & F. Gomes, 2024). These guidelines and components of the EFQM excellence model are regularly upgraded until they get acceptance from the management community (Nenadál, 2020).

2.2.5. Barriers and limitations of excellence models:

The great variety in number and content of excellence models has its impact on their limitations and implementation difficulties. (Salih & Dolah, 2023) identified some of these limitations as follows: (a) the long time required to see results, (b) inconsistency of results achieved across various countries and

business sectors, (c) difficulties implementing BEMs in the nonprofit sector, (d) lack of standard implementation methodology, (e) the lack of clarity about how culture can play a role in successfully implementing BEMs. For the implementation difficulties, they can be categorized into four general groups: resources, internal structure, processes, and assessment approaches (Baig et al., 2024) :

a) ***Resources*** include substantial financial and human resources, both internally and externally.
b) ***Internal structure*** includes internal hierarchy that brings strategy into action
c) ***Processes*** include communication, training, and action planning.
d) ***Assessment approaches*** include the challenges of implementing continuous systematic performance monitoring.

2.3. Excellence Models and Organizational Performance

TQM, which is the foundation of the excellence models, leads to enhanced operational performance; because it decreases waste and rework, and makes enhancements in product quality (Adem & Virdi, 2024.) In addition to that, shortening the lead time between raw materials and finished items, lowering process variability, and minimizing the number of physical units kept by the company are all quality improvements that increase operational performance (Adem & Virdi, 2024).

Quality improvements lead to improved financial performance because it demonstrate a positive effect on multiple financial indicators such as return on assets (ROA), market share, and profitability (Adem & Virdi, 2024). Moreover, quality improvements lead to better financial performance because they support the adopting organization in winning awards that support them in outperforming their competitors (Adem & Virdi, 2024).

For the non-financial performance, a systematic literature review by (Antony et al., 2022) showed that quality in the new technological age has indeed a profound effect on various non-financial indicators. Quality 4.0 was found to have an effect on the following non-financial measures of performance(Nenadál, 2020):

a) ***Customer value proposition***: Better analysis of customer needs dynamically and Increased customer satisfaction

b) ***Internal business processes:*** were improved by enhanced success rate of new product introductions ,reduced time to market of new products, Improved quality, and reliability and safety
c) ***Learning and growth:*** Improve knowledge in terms of skillsets of organizational learning and innovation
d) ***Operational and environmental performance:*** improved as a result of reduced scrap, rework, waste and better use of resources
e) ***Social performance:*** is indicated by enhanced quality of work-life of employees , Low-cost, high-quality products and services, and improved working conditions for workers.

Regarding the relationship between financial performance and non-financial performance as a result of quality and excellence models, academics regularly advocate that financial performance is the results of non-financial performance indicators (Adem & Virdi, 2024). Empirically, existing literature has mixed findings regarding this advocated causal relationship (Adem & Virdi, 2024). However, the largest number of studies ,including longitudinal studies which are more reliable for examining casual relationships, confirm the effect of operational performance on financial performance (Adem & Virdi, 2024).

3. The Problem of the Study:

Generally, the research that tries to directly examine the impact of excellence model application on performance are limited (Tong & Luu, 2025). This induces more research to empirically examine the conceptual belief of the positive effect of excellence model on organizational performance. Yet, when trying to empirically fill this gap on the public sector, and important questions is raised. In the spectrum of the plenty of excellence models available, what is the most suitable excellence model to adopt for public organizations? (Rahmati & Jalilvand, 2024) conducted extensive literature review and relied on expert opinions to recommend EFQM as the most suitable for public organizations. When looking at the recent studies that adopts the EFQM on public organizations we found two prominent gaps. First , the available studies usually adopt the enablers and results as a dimension of the EFQM which are the old dimensions of the EFQM model (Tong & Luu, 2025). More recently , the EFQM model has changed to rely on three criteria instead of the enablers and results dimensions(EFQM, 2025). The current EFQM model is now formed of direction, execution, and results (EFQM, 2025). Second, there current studies who adopted the new EFQM model comprised of the direction, execution, and results adopts case study or other types research design rather than the empirical design . For

instance, (Neyroud et al., 2023) adopted a case study design on Abu Dhabi Police to study the relationship between excellence model and organizational performance. Thus, in term of the current and recent literature on the effect of EFQM and organizational performance, this is the first study in the Arab world that empirically examine the effect of EFQM using its new dimensions on organizational performance on public sector organizations.

The IDSC is one of the most important think tanks in Egypt for supporting the prime minister, the Egyptian Cabinet, and the governmental decision makers. IDSC plays the linking role between the government and the public (IDSC, 2025). IDSC role has been evolving and changing over time. Currently, it plays four critical information roles for the Egyptian government. The first one is providing decision-makers with the needed data, information and analyses. The second is conducting future forecasting studies in the medium and long terms via the best international practices. Third, offering evidence-based alternatives for public policies. Finally, establishing communication between the Egyptian government and active parties in the society, and holding social dialogues on top-priority issues for a better future for Egypt (IDSC, 2025). IDSC has won many awards both internationally and locally. It won the Sharjah Government Communication Award for Best Media Content, the STEVIE Awards 2024, the US 'Globe', Smart Government Award (IDSC, 2025). Moreover, and most importantly, IDSC became the first governmental institution in Egypt and Africa to receive the EFQM "Committed to Excellence" certificate (Egypt Independent, 2020, October 28). This recognition underscores its commitment to institutional values and a culture of creativity within the work environment (Egypt Independent, 2020, October 28).

Given the unquestioned importance of the IDSC for the Egyptian government decision-making process, fostering and enhancing this center's performance is a necessity. The center has passed through various stages of change and adaptation. It is undoubtedly spending many efforts to enhance its performance. This is manifested in the number of awards it won. Moreover, it is much more evident in being the first African organization to win the EFQM award. Yet and despite of the prestigious role of excellence model awards, the current empirical studies show a varying effect on the different dimensions of organizational performance causing a hesitation on the actual contribution of the excellence models. These varied effects of excellence models on organizational performance, the importance of the IDSC to the Egyptian government, and its reliance on the excellence model awards to enhance performance induce further examination of the effect of the quality awards on performance.

Despite IDSC has received many excellence awards, it still faces many challenges, including the inability of IDSC to meet the expectations of its key stockholders and beneficiaries; this is clearly evident in the fact that the Egyptian society suffers from lack of availability of accurate and updated information and insufficient studying some decisions, which sometimes leads to reversing them. In addition to the lack of transparency in providing and disseminating information, as well as the big challenge facing IDSC to perform its primary role of providing and making information services acceptable and appreciated by beneficiaries, and supporting decision-makers with information, future studies, policy papers and study necessary to make sound decisions. Thus, this study problem can be stated in answering the following main study question:

What is the impact of applying excellence models on enhancing organizational performance?

Based on the above main study question; there will be sub-study questions as follows:

1. What is the impact of the direction dimension of excellence model on organizational performance at IDSC?
2. What is the impact of the execution dimension of excellence model on organizational performance at IDSC?
3. What is the impact of the results dimension of excellence model on organizational performance at IDSC?

4. The Objectives of the Study:

The primary objective of this study is to **analyze impact of Excellence Models on the Organizational Performance**. To achieve this, the study aims to:

1. Understand the theoretical background of both Excellence Models and Organizational Performance.
2. Understand the extent of interest in both Excellence Models and Organizational Performance.in IDSC.
3. Identify the most important challenges preventing the application of the EFQM model and performance improvement in IDSC.
4. Provide recommendations for IDSC leaders to leverage the application of the EFQM model and to improve performance.

5. The Hypotheses of the Study:

The EFQM has a strong historical foundation. Initially, it encompassed two main dimensions or criteria: Enablers and results. Recently, the EFQM was changed to rely on three main key dimensions, Direction, Execution, and Results, that have been widely recognized as a framework for enhancing organizational performance (EFQM,2025). Various researchers provided empirical evidence that these three dimensions could have a significant effect on organizational performance. (Singsa et al., 2020) suggests that organizations adopting structured excellence models experience improved performance in terms of efficiency, competitive advantage, and sustainable growth. The direction dimension encompassing strategic vision and leadership plays a crucial role in providing guidance and congruence between organizational goals with performance outcomes (Singsa et al., 2020). In addition to this role of the direction dimension. The Direction dimension, as a component of the Excellence Model, is critical in shaping organizational strategy and long-term success. Multiple studies concluded that a clear strategic direction backed and fueled by strong leadership improves performance as a result of decision-making and resource allocation (Fechete et al., 2014). Similarly, the Execution dimension, which emphasizes efficient processes and workforce capabilities, has also been shown to impact performance. Indeed, the Execution dimension, focusing on operational processes and employee engagement, has been linked to higher productivity and innovation (Adem & Virdi, 2024.). (Adem & Virdi, 2024) found that organizations with robust execution frameworks achieve higher operational efficiency and adaptability. Effective execution is the complementary factor that leads to measurable improvement in productivity and service delivery, as it translates the strategies and goals into actionable steps. Finally, the Results dimension serves as the ultimate measure of organizational effectiveness. The Results dimension, which measures outcomes in terms of customer satisfaction and financial performance, represents the manifestation of the organizational excellence adoption (Jermsittiparsert & Sommanawat, 2019). Having a results-oriented culture and performance management systems encompasses financial returns, customer satisfaction, and market share are directly influenced by how well an organization implements excellence-driven practices and, in turn, improves its performance (Neyroud et al., 2023).

The study has one main hypothesis and sub-hypotheses as follows:

The main hypothesis test

1. H_1: It is expected that there is a significant effect for the application of Excellence Model dimensions (Direction, Execution, Results) on Organizational Performance.

And derived from the main hypothesis, three sub-hypotheses

2. H_2: It is expected that there is a significant effect for the Direction dimension of the application of Excellence Model on Organizational Performance.
3. H_3: It is expected that there is a significant effect for the Execution dimension of the application of Excellence Model on Organizational Performance.
4. H_4: It is expected that there is a significant effect for the Results dimension of the application of Excellence Model on Organizational Performance.

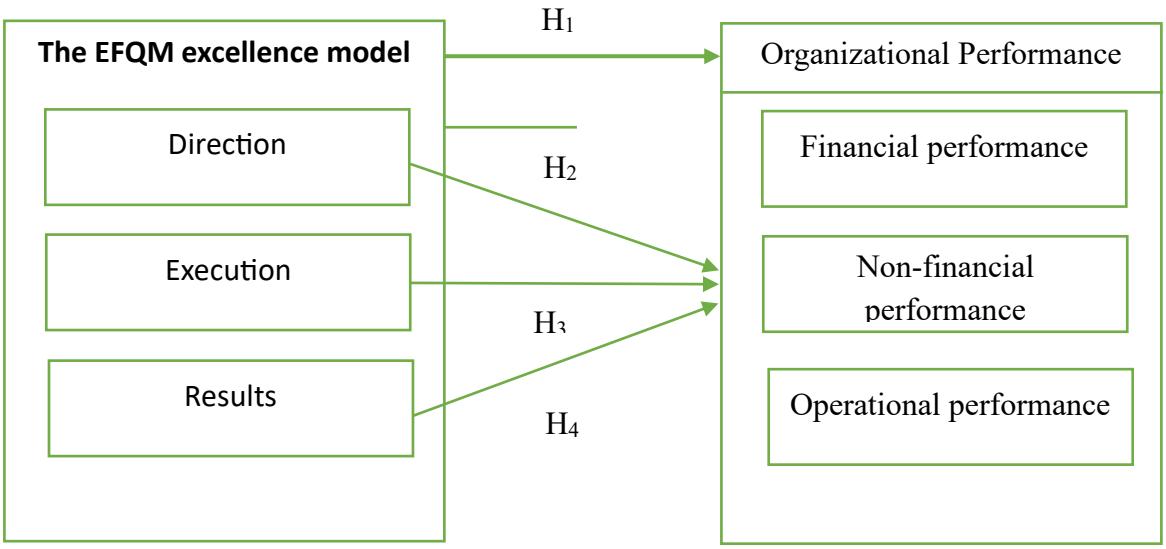

Figure (2): the study model

Source: the researchers based on the previous studies

6. Study Design

This section presents the methodology used to collect and analyze data, describes the study population and sample, and discusses the results obtained through statistical analysis. The study focuses on IDSC to assess their perspectives on excellence model and organizational performance.

6.1. Study Methodology

The descriptive analytic approach is one of the most important approaches used in social science researches. It depends on studying the phenomenon under investigation, and is concerned with describing it accurately, and expressing it quantitatively. Therefore, in light of the nature, objectives, and questions of the current research, the study relied on the descriptive analytic approach.

6.2. Study population and sample

The study population includes all IDSC members, totaling 570. The sample is a portion of the population under study. It is selected randomly to accurately represent the population and to achieve the study's primary objective, which is to study the impact of applying excellence models on organizational performance at IDSC. The minimum sample size was determined based on the next equation (Glenn, 2002):

$$\mathrm{n} = \frac{pq}{\left[\frac{\mathrm{E}}{\mathrm{Z}\alpha/2}\right]^2 + \frac{\mathrm{pq}}{\mathrm{N}}}$$

Where, n: is sample size, N: is population size, P: is population proportion, the study considers this ratio 50% to get the maximum sample size, q: is the complement ratio which is equal to 50%, E: is degree of accuracy (margin of error), Zα : is confidence interval (1.96) at 0.05% level and one degree of freedom.

$$n = \frac{0.50 \text{ x } 0.50}{\left[\frac{0.05}{1.96}\right]^2 + \frac{0.50 \text{ x } 0.50}{570}} =$$

$$n = \frac{0.25}{[0\ .000651] + \frac{0.25}{570}} =$$

$$n = \frac{0.25}{0\ .000651 + \ 0.0004386} =$$

$$n = \frac{0.25}{0.0010896} = 229.4 \approx 230$$

Applying the equation to a population size of 570, the sample size items was estimated at 230. The researchers use the online form to collect the required data.

6.3. Study measures and characteristics

The independent variable is measured using a global excellence model (EFQM), which consists of three main dimensions (Direction, Execution and Results) and seven criteria. According to EFQM (2025) an organization can achieve outstanding performance by clearly and purposefully defining and carrying out its vision, mission and strategy, then consistently producing exceptional outcomes that meet or exceed its key stakeholders' expectations. The direction dimension include (Purpose and Strategic Vision, Organizational Culture and Leadership, Engaging Stakeholders, Creating Sustainable Value, Driving Performance and Transformation, Stakeholder Perceptions, Strategic and Operational Performance). While, according to Chen, et al., (2021) the dependent variable organizational performance is measured using three sub-variables (Financial Performance, Non-Financial Performance, and Operational Performance).

Table (1) Characteristics of the sample according to demographic variables

Variable	Category	Frequencies	Percentage
Gender	Female	105	45.65%
	Male	125	54.35%
Age	18 to less than 20 years old	31	13.48%
	21 to less than 29 years old	17	7.39%
	30 to less than 39 years old	56	24.35%
	40 to less than 49 years old	90	39.13%
	More than 50 years old	36	15.65%
Years of experience	1 year to 5 years	53	23.05%
	6 year to 10 years	54	23.48%
	11 year to 15 years	39	16.96%
	16 years to 20 years	٥٧	24.78%
	More than 20 years	٢٧	11.73%
Qualification	Diploma (High School)	4	1.74%
	Bachelor's degree	103	44.45%
	Master	75	32.61%
	Doctorate	48	21.20%
Total		**230**	**100%**

Source: the researchers (output of the SPSS program)

Table (1) reveals that the percentage of females is about (45.65%) of the total participants. As for the age variable, those whose ages (from 40 to 49 years) came (39.13%), ranked first. As for the years of experience variable, those whose experiences (16 years to 20 years) were (24.78%) came in first place. Finally, results shows that according to the academic qualification variable, those with a bachelor's academic degree came in first place ٤٤.٤٥%. Therefore, it could be concluded that the participants in this study have acquired the adequate qualifications and experience to participate in this study and to apply the modern approach of institutional excellence.

6.4. Data collection tool

As for the study tool, the study used the questionnaire as one of the most appropriate study tools for researchers in social sciences. The questionnaire consisted of two main axes: the first axis; the reality of applying the institutional excellence models at IDSC based on the three main dimensions of the EFQM model (direction, execution, and results). The second axis; organizational performance with its three dimensions (financial performance - non-financial performance - operational performance).

6.5. Data coding

The seven-point Likert scale was chosen as it is considered one of the most popular psychometric tool used in surveys and study to measure attitudes, opinions, or perceptions. Compared to simpler scales (e.g., 5-point), it offers several advantages including, it captures finer distinctions in responses compared to 5-point scales. In addition, it helps differentiate between "slightly agree," "moderately agree," and "strongly agree," providing more nuanced data. Respondents are less likely to cluster around neutral/middle options (like "neutral" or "undecided"), encourages more thoughtful responses by offering more gradations, and provides a wider range of responses. Moreover, improving statistical analysis (e.g., regression, factor analysis), helps researchers detect subtle differences between groups (e.g., customer satisfaction levels) and finally it offers enough options to reflect true feelings without overwhelming (unlike a 9- or 10-point scale). The study sample was required to indicate the extent of their agreement with each statement of the questionnaire. The responses estimated as follows: (Strongly agree 7), (Agree 6), (Somewhat agree 5) (Neutral 4), (Somewhat disagree 3) (Disagree 2), (Strongly disagree 1).

6.6. Data analysis methods

Statistical analysis methods are the means to reach the results of the study, and statistical methods differ depending on the purpose of conducting them. In order to achieve the objectives of the current study and verify its hypotheses; The Statistical Packages for Social Sciences (SPSS version 26) used to analyze the questionnaire data obtained from the study's respondents. The methods used varied according to nature and the type of each question in the study and were as follows: Cronbach's alpha coefficient, and Pearson correlation coefficient, linear regression analysis test, and significance level.

6.7. Study Procedures

The questionnaire was distributed electronically by creating an electronic form using Google form. The questionnaires were retrieved, imported, and entered into the statistical package program SPSS, and the statistical analysis was performed.

6.8. Test of Validity and Reliability

The validity of the questionnaire means the assurance that the tool will measure what it was designed to measure(Bryman, 2012). It also guarantees the validity of the survey's inclusion of all the elements that must be included in the analysis, on one hand, and the clarity of its paragraphs and vocabulary on the other hand, so that they are understandable to everyone who uses questionnaire(Alison Jane Pickard, 2017). The researchers codified the questionnaire items in order to ensure the validity of the study tool. Validity characterizes as the degree to which any measuring tool intended to determine what it is planned to measure (Bashta & Bouamouta, 2020). The questionnaire validity estimated and evaluated through various methods including external validity, internal validity and structure validity.

- **External (Content) Validity**: Content validity identified as the degree to which the study questions can be covered adequately by the study questionnaire (Saunders et al., 2019). Academic professors at Deraya a University reviewed the content of the questionnaire to carry out the external content validity to confirm the consistency of the questionnaire content with the study objectives, and estimate whether the items reflect the study problem or not. The comments were discussed, and the necessary modifications, deletions, and additions were made. Thus, the external validity was confirmed by reviewing the opinions of the experts and the questionnaire is now in its final version.
- **Internal Validity**: Correlation coefficients between each item in one variable and the whole variable was used to measure the internal validity of the questionnaire. Internal Validity for Excellence Model and Organizational Performance clarified in table (2) which determines the correlation coefficient of each item and the total of this field.

Table (2) – Pearson Correlation coefficients

Main index	Sub index	Coefficients	Sig.
Excellence Model	Direction	0.974	0.00
	Execution	0.976	0.00
	Results	0.965	0.00
Organizational Performance	Financial performance	0.963	0.00
	Non-Financial performance	0.972	0.00
	Operational performance	0.976	0.00

Source: the researchers (output of the SPSS program)

The validity of the internal consistency was estimated by calculating the Pearson correlation coefficient between the scores of each statement and the total score of the dimension to which the statement belongs among the dimensions of the questionnaire, as it ranged between (0.965** - 0.976.**) for the excellence model variable, and between (0.963** - 0.976**) for the Organizational Performance variable. Thus, the questionnaire validity was statistically valid.

Test of Reliability

Cronbach's alpha reliability coefficients were calculated for sub-variables and the total variable, and it was found that the values of the Cronbach's alpha coefficients for the alpha coefficient for the first independent variable (Excellence Model) is 0.970, and the sub-indexes of this independent variable range from 0.959 to 0.964 which is very high and indicates high reliability. The alpha coefficient for the second dependent variable (Organizational Performance) is 0.969, and the sub-indexes of this independent variable range from 0.931 to 0.956, which is very high also. Therefore, the results confirm the reliability and consistency of each variable.

Table (3) – Cronbach's Alpha coefficients each field of the questionnaire

Main index	Sub index	Cronbach's Alpha
Excellence Model	Direction	0.964
	Execution	0.959
	Results	0.964
	Excellence Model	**0.970**
Organizational Performance	Financial performance	0.956
	Non-Financial performance	0.952
	Operational performance	0.931
	Organizational Performance	**0.969**

Source: the researchers (output of the SPSS program)

7. Hypotheses Testing

The study hypotheses are based on the problem of the current study and as an attempt to answer the current questions of the study and explain the variables of the study model. Therefore, a main hypothesis was formulated which is: "There is a statistically significant effect of the application of Excellence Model on Organizational Performance at IDSC at the significance level of (0.05). The main hypothesis is divided into three sub-hypotheses, and a multiple linear regression test was used to test each sub-hypothesis separately, as follows:

Hypothesis testing:

The study has one main hypothesis and sub hypotheses as follows:

7.1. The main hypothesis test

H_1: It is expected that there is a significant effect for the application of Excellence Model dimensions (Direction, Execution, Results) on Organizational Performance.

H_0: There is no significant effect for the application of Excellence Model dimensions (Direction, Execution, Results) on Organizational Performance.

Analysis with multiple linear regression model which attempts to explain the relationship between two or more variables using a straight line; one of them is independent variables (Excellence Model dimensions) and the other is a dependent variable (Organizational Performance).

Table (4) – Regression analysis between Excellence Model dimensions and Organizational Performance

Model	R	R^2	Adjusted R^2	Std. Error The estimate	F	Sig.
Excellence Model dimensions and Organizational Performance	0.943	0.889	0.887	0.7547155	489.164	0.00*

Dependent variable: Organizational Performance

Independent variable: Excellence Model dimensions

Table (5) – Regression equation coefficient

Model	Beta coefficient	T-Statistic	Sig.
Constant	0.151	1.025	0.0307*
Direction	0.172	2.314	0.022*
Execution	0.143	1.798	0.0074*
Results	0.646	10.334	0.000**

Dependent variable: Organizational Performance

Independent variable: Excellence Model dimensions

Table (4) shows that F-Statistics = 489.164 and it is statistically significant (P-Value = 0.00) which is lower than 0.05; therefore, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted which say "There is a significant effect for the application of Excellence Model dimensions (Direction, Execution, Results) on Organizational Performance".

Table (5) shows that the Beta coefficient of the constant = 0.151, the coefficient of the Direction variable = 0.172, the coefficient of the Execution variable = 0.143, the coefficient of the Results variable = 0.646, the value of R = 0.943, R Square = 0.889 which shows how well terms (data points) fit a curve or line. Adjusted R Square = 0.887 also shows the degree to which terms fit a line or curve while accounting for the quantity of terms in a model.

This means that 88.7% of the change in the dependent variable is explained by the independent variables, the remaining percentage is due to other variables. The regression equation can be written as follows:

Organizational Performance = 0.151 + 0.172 x (Direction) + 0.143 x (Execution) + 0.646 x (Results)

This first hypothesis finding reveals that the application of Excellence Model significantly enhances organizational performance at IDSC but requires structured implementation. Results are the most critical factors for the successful application of Excellence Model, followed by the Direction variable, and finally the Execution variable.

Excellence models (e.g., EFQM) provide frameworks for organizations to achieve sustainable success through strategic direction, effective execution, and measurable results.

7.2. The second hypothesis test

H_2: It is expected that there is a significant effect for Direction as a dimension of the Excellence Model and Organizational Performance

H_0: There is no significant effect for Direction as a dimension of the Excellence Model on Organizational Performance.

Analysis with simple linear regression model which attempts to explain the relationship between two variables using a straight line; one of them is independent variable (Direction) and the other is a dependent variable (Organizational Performance).

Table (6) – Regression analysis between Direction and Organizational Performance

Model	R	R^2	Adjusted R^2	Std. Error The estimate	F	Sig.
Direction and Organizational Performance	0.892	0.795	0.794	0.6149442	717.446	0.00*

Dependent variable: Organizational Performance

Independent variable: Direction

Table (7) – Regression equation coefficient

Model	Beta coefficient	T-Statistic	Sig.
Constant	0.432	2.195	0.029*
Direction	0.893	26.785	0.000**

Dependent variable: Organizational Performance

Independent variable: Direction

Table (6) shows that F-Statistics = 717.446 and it is statistically significant (P-Value = 0.00) which is lower than 0.05; therefore, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_2) is accepted which say "There is a significant effect for Direction as a dimension of the Excellence Model on Organizational Performance".

Table (7) shows that the Beta coefficient of the constant = 0.432, the coefficient of the model = 0.893, the value of R = 0.892, R^2 = 0.795 which shows how well terms (data points) fit a curve or line. Adjusted R^2 = 0.794 also shows the degree to which terms fit a line or curve while accounting for the quantity of terms in a model.

This means that 79.4% of the change in the dependent variable is explained by the independent variable, the remaining percentage is due to other variables. The regression equation can be written as follows:

Organizational Performance = 0.432 + 0.893 x (Direction)

The finding of the second hypothesis reveals that the Direction variable plays an important role in supporting and implementing the excellence model, but it does not update its strategy appropriately to keep pace with environmental changes and has to be reviewed to be aligned with the dynamic and changing environment. Moreover, IDSC needs to make valuable efforts to promote innovative culture among its members.

Strategic Clarity & Leadership significantly enhance long-term organizational alignment. Organizations with strong mission, vision, and values showed improved decision-making and stakeholder engagement. The study shows a positive correlation between clear strategic direction and both non-financial and operational performance.

7.3. The third hypothesis test

H_3: It is expected that there is a significant effect for Execution as a dimension of the Excellence Model on Organizational Performance

H_0: There is no significant effect for Execution as a dimension of the Excellence Model on Organizational Performance.

Analysis with simple linear regression model which attempts to explain the relationship between two variables using a straight line; one of them is independent variable (Execution) and the other is a dependent variable (Organizational Performance).

Table (8) – Regression analysis between Execution and Organizational Performance

Model	R	R^2	Adjusted R^2	Std. Error The estimate	F	Sig.
Execution and Organizational Performance	0.895	0.801	0.800	0.6061333	743.874	0.00*

Dependent variable: Organizational Performance
Independent variable: Execution

Table (9) – Regression equation coefficient

Model	Beta coefficient	T-Statistic	Sig.
Constant	0.440	2.281	0.024*
Execution	0.917	27.274	0.00**

Dependent variable: Organizational Performance
Independent variable: Execution

Table (8) shows that F-Statistics = 743.874 and it is statistically significant (P-Value = 0.00) which is lower than 0.05; therefore, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_3) is accepted which say "There is a significant effect for Execution as a dimension of the Excellence Model on Organizational Performance ".

Table (9) shows that the Beta coefficient of the constant = 0.44, the coefficient of the model = 0.917, the value of R = 0.895, R^2 = 0.801 which shows how well terms (data points) fit a curve or line. Adjusted R^2 = 0.800 also shows the degree to which terms fit a line or curve while accounting for the quantity of terms in a model.

This means that 80.0% of the change in the dependent variable is explained by the independent variable, the remaining percentage is due to other variables. The regression equation can be written as follows:

Organizational Performance = 0.44+ 0.917 x (Execution)

This finding of the third hypothesis reveals that the IDSC places great importance on supporting and developing the Execution of Excellence Model. Effective implementation strategies, employee involvement, and process management led to better operational efficiency. Strong execution was linked to improved internal processes, innovation, and customer satisfaction. In addition, significant effect on operational performance and moderate impact on financial outcomes, but IDSC needs to make valuable efforts and budget to improve processes. Moreover, IDSC needs to give employees the opportunity to express their thoughts and encourages teamwork, develop a more fair reword and compensation system, develop recruitment policies to attract talented candidates, develop training program to the latest developments on a regular basis to enhance employees' skills, and build sustainable collaborative with other distinguished local and international think tanks.

7.4. The fourth hypothesis test

H_4: It is expected that there is a significant effect for Results as a dimension of the Excellence Model on Organizational Performance.

H_0: There is no significant effect for Results as a dimension of the Excellence Model on Organizational Performance.

Analysis with simple linear regression model which attempts to explain the relationship between two variables using a straight line; one of them is independent variable (Results) and the other is a dependent variable (Organizational Performance).

Table (10) – Regression analysis between Results and Organizational Performance

Model	R	R^2	Adjusted R^2	Std. Error The estimate	F	Sig.
Results and Organizational Performance	0.935	0.875	0.874	0.480733	1291.671	0.00*

Dependent variable: Organizational Performance
Independent variable: Results

Table (11) – Regression equation coefficient

Model	Beta coefficient	T-Statistic	Sig.
Constant	0.753	2.527	0.012*
Results	0.925	35.94	0.00**

Dependent variable: Organizational Performance
Independent variable: Results

Table (10) shows that F-Statistics = 1291.671 and it is statistically significant (P-Value = 0.00) which is lower than 0.05; therefore, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_4) is accepted which say "There is a significant effect for Results as a dimension of the Excellence Model on Organizational Performance".

Table (11) shows that the Beta coefficient of the constant = 0.375, the coefficient of the model = 0.925, the value of R = 0.935, R^2 = 0.875 which shows how well terms (data points) fit a curve or line. Adjusted R^2 = 0.875 also shows the degree to which terms fit a line or curve while accounting for the quantity of terms in a model.

This means that 87.5% of the change in the dependent variable is explained by the independent variable, the remaining percentage is due to other variables. The regression equation can be written as follows:

Organizational Performance = 0.375 + 0.925 x (Results)

This finding reveals that measurable outcomes in areas like customer satisfaction, service quality, and productivity directly influenced overall performance. Organizations that regularly monitor and analyze results are more likely to adapt and improve performance over time. Moreover, strong relationship between results-focused practices and both financial and non-financial performance.

This finding reveals that IDSC has achieved a high level of employee performance results, with clear indicators measuring employee satisfaction. Management at IDSC also strives to provide services that meet or exceed beneficiaries' expectations. Management also develops plans to improve performance based on previous evaluations. Finally, the organization relies on approved standard criteria to evaluate its performance and outcomes.

8. Discussion of the Study Results:

1. This study investigates how the core dimensions of business excellence models — particularly Direction, Execution, and Results — influence different aspects of organizational performance. The results of both theoretical and practical framework indicate that excellence model is no longer an option, but rather an imperative that all institutions must embrace. Excellence model has significantly reshaped research centers and think tanks, influencing Financial Performance, Non-Financial Performance, and Operational Performance.
2. The results shows that there a statistically significant effect for each dimension of Excellence Model (Direction, Execution, Results) on Organizational Performance
3. Excellence models (e.g., EFQM, Baldrige, and Deming) provide frameworks for organizations to achieve sustainable success through strategic direction, effective execution, and measurable results.
4. Strategic Clarity & Leadership significantly enhance long-term organizational alignment. Organizations with strong mission, vision, and values showed improved decision-making and stakeholder engagement. The study shows a positive correlation between clear strategic direction and both non-financial and operational performance.
5. Effective implementation strategies, employee involvement, and process management led to better operational efficiency. Strong execution was linked to improved internal processes, innovation, and customer satisfaction. In addition, significant effect on operational performance and moderate impact on financial outcomes.

6. This finding reveals that measurable outcomes in areas like customer satisfaction, service quality, and productivity directly influenced overall performance. Organizations that regularly monitor and analyze results are more likely to adapt and improve performance over time. Moreover, strong relationship between results-focused practices and both financial and non-financial performance.
7. A focus on measurable outcomes (Results dimension) improves both financial, non-financial, and operational metrics, validating the Excellence Model's holistic approach. Organizations tracking KPIs consistently outperformed peers in adaptability and continuous improvement.

9. Study Recommendations:

- Leadership must adopt a culture of institutional excellence and work to instill it within the organization through exchange visits, and establishing partnerships with distinguished regional and international research centers, think tanks and highly competitive institutions.
- Develop a specific and clear strategic plan that regulates the mechanisms for implementing institutional excellence practices and disseminating them across all departments, taking into account periodic updating.
- Consider developing strategic plans based on an analysis of the internal and external environment.
- Provide ongoing material and moral incentives and support to employees.
- Provide an accurate and updated database for management that can be relied upon to perform its work.
- Management must ensure that employees are selected with absolute integrity and transparency.
- Establish communication mechanisms between management, various departments, and employees through periodic meetings and gatherings.
- Work to develop programs and training to enhance employee efficiency.
- Conduct opinion polls to assess beneficiary satisfaction with the services provided.
- Management must take clear and decisive action regarding complaints and suggestions submitted to it.
- Provide the necessary financial support to meet the needs for developing and improving services.
- Designing scientific tools to identify stakeholders' needs and expectations, such as individual and group interviews.

10.Study Limitations

Conceptually, the research focused on examining the impact of EFQM dimensions application on three dimensions of organizational performance. The reversed impact was out of the scope of this study and no moderating or mediating role in these relationships were examined. Also, relying in cross-sectional design for this research limits its ability to really infer the causal effect of the EFQM dimensions on organizational performance dimensions. In addition to that, organizational performance (financial, non-financial , operational performance) was measured using subjective perceptual scale rather than relying on objective quantitative indicators which may limit the robustness of the research data and results.

The field study was performed on 2025 on IDSC employees only limiting the generalizability of the results to other governmental organizations due to the uniqueness of the IDSC as governmental institution. The study is limited to self-reported questionnaire data from IDSC employees which may be subject to response bias, social desirability bias and subjective interpretation of EFQM dimensions application.

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أثر تطبيق نماذج التميز في تحسين الأداء المؤسسي: دراسة تطبيقية على مركز المعلومات ودعم اتخاذ القرار بمجلس الوزراء المصري

هدفت هذه الدراسة إلى دراسة أثر تطبيق نماذج التميز في تعزيز الأداء التنظيمي من خلال دراسة تطبيقية على مركز المعلومات ودعم اتخاذ القرار التابع لمجلس الوزراء المصري. حيث يُعد المركز أول مؤسسة حكومية في مصر وإفريقيا تحصل على شهادة " الالتزام بالتميزCommitted to Excellence" من المؤسسة الأوروبية لإدارة الجودة (EFQM) .كما رصدت الدراسة واقع التميز المؤسسي في ضوء نموذج EFQM ومعاييره الرئيسية الثلاثة (التوجه، التنفيذ، والنتائج) من وجهة نظر العاملين بالمركز. بالإضافة إلى ذلك، بحثت الدراسة تأثير نموذج التميز من خلال معاييره الثلاثة السابقة على الأداء التنظيمي (الأداء المالي، الأداء غير المالي، والأداء التشغيلي) .

ولتحقيق أهداف الدراسة، تم استخدام المنهج الوصفي التحليلي، كما تم استخدام أسلوب العينة العشوائية في جمع البيانات. وتم توزيع استبانة إلكترونية تتميز مقاييسها بالصدق والثبات لجمع بيانات الدراسة. بلغ إجمالي عدد العاملين بالمركز حوالي ٥٧٠ فرداً، وتم تقدير حجم العينة الممثلة بـ ٢٣٠ فرداً من مجتمع الدراسة.

كشفت نتائج الدراسة عن وجود تأثير إيجابي ذو دلالة إحصائية لتطبيق نماذج التميز المؤسسي على الأداء التنظيمي الكلي في المركز. وأظهرت النتائج أن التركيز على المخرجات القابلة للقياس (بُعد النتائج) يحسّن المقاييس المالية وغير المالية والتشغيلية.

وقد خلصت الدراسة إلى مجموعة من التوصيات، أبرزها وضع إطار واضح لتحديد الطرق المثلى لتطبيق نموذج EFQM للتميز، والذي يتميز بطبيعته الديناميكية. كما أوصت بضرورة تبني قيادة المركز لثقافة التميز المؤسسي والعمل على ترسيخها داخلياً من خلال الزيارات التبادلية، وإقامة شراكات مع مراكز الفكر والأبحاث المتميزة إقليمياً ودولياً ذات التنافسية العالية.

الكلمات المفتاحية: نماذج التميز، نموذج التميز الأوروبي، الأداء التنظيمي، مركز المعلومات ودعم اتخاذ القرار