



Arab American University
Faculty of Graduate Studies

**Assessment of the implementation Level of the 2020
EFQM Excellence Model: The Case of the Palestinian
General Personnel Council (GPC)**

By

Mohammad Asem Daraghmeh

Supervisor

Dr. Samir Baidoun

**This thesis was submitted in partial fulfillment
of the requirements for the Master's degree
in Quality Management**

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This thesis was defended successfully on 31/10/2022 and approved by:

Committee members

1. Supervisor Name: Dr. Samir Baidoun
2. Internal Examiner Name: Dr. Ashraf Almimi
3. External Examiner Name Dr. Mohammed Abu Zayed

Signature



DECLARATION

I certify that this thesis submitted for the Master's degree in Quality Management is the result of my research, except where otherwise acknowledged, and that this thesis (or any part of the same) has not been submitted for a higher degree to any other university or institution.

Name: Mohammad Asem Daraghmeh

Signature:

Date: 25/10/2022

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Abstract

This study aims to assess the excellence application practices of the Palestinian General Personnel Council (GPC) according to the European Excellence Model (EFQM 2020), by studying the reality of applying the model's concept in (Direction, and Execution) according to the European Excellence Model. It also aims to develop some suggestions and recommendations that may contribute to developing the level of Excellence of Management Practices.

To achieve the goal of the study, a questionnaire was adopted, in which data were obtained through quantitative methods. The research questions of this study were analyzed by using the SPSS V.28 and SMART - PLS V3.3.3 including descriptive and inferential statistical tools.

This study was conducted for a random sample of 174 employees, which was chosen to represent the senior management entitled as directors of administrations, directors, heads of departments, and heads of divisions.

The study found that the overall score for the total degree of implementing EFQM Model in the General Personnel Council is Medium, with a mean score of 3.1 and a percentage of implementation of 62.0%, whereas the Direction had the higher average score with a mean score of 3.4 and a percentage of implementation of 68.4 %, followed by Execution with a mean score of 2.8 and a percentage of implementation of 56.7%.

In light of the study results, the researcher suggested several recommendations and mechanisms; the most important of these is the need for the Palestinian government and

the General Personnel Council to adapt, develop and strengthen the criteria for measuring indicators of progress towards excellence in service provision in the governmental sectors. This may be done through the practical implementation for the launched Palestinian Excellence Government Program in 2019 based on the European Excellence Model EFQM as an initial step to conduct a self-assessment in the government sector, which may increase interest in the model standards and direct efforts to improve performance and services provided to citizens, with the adoption of continuous improvement. Another recommendation is to enhance the level of knowledge for all employees about excellence models such as the European Excellence Model EFQM by conducting training sessions and workshops on Excellence Models.

Keywords: Excellence, EFQM model, Total Quality Management, Quality awards, Public Administration, self-assessment, GPC.

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List of Abbreviations

GPC	Palestinian General Personnel Council
SPSS	Statistical Package for Social Sciences
EFQM	European Foundation for Quality Management
MBNQA	The US Malcolm Baldrige National Quality Award
DP	Japanese Deming Prize
SMART - PLS	The Partial least Squares Structural Equation Modeling
TQM	Total Quality Management
ISO	International Organization for Standardization
PEGP	Palestinian Excellence Government Program

Chapter One: Introduction

1.1 Overview

In this chapter, a background of the study is given, the problem statement is defined, the significance of the study is highlighted, the questions and objectives of the study are listed, and finally, the most important concepts are defined.

1.2 Background

The world has profound changes in technology, information, management, and planning. This guided organizations to adopt a set of conceptual trends that call for individual engagement, human development, creativity, invention, and scientific research (Wiele et al., 2000; Raj & Aithal, 2020). They are the primary and most important cornerstones of any institutional development and administrative method.

Organizations should be developed and improved continuously to keep pace with these changes. That was the biggest motivation for researchers and administrators to find solutions for the best performance and excellence (Thürer et al., 2018); it is not limited to meeting client's requirements; it is also about employee outcomes, social and financial performance, and strategic planning, which can typically achieve a vital role within organization peers (Gómez et al., 2017).

Total quality management is the process of strategic quality management, reflecting the advanced development of using quality as a strategic tool at the stage of comprehensive quality management (Abu Naser & Al Shobaki, 2017). There is a strong correlation between Total Quality Management and Excellence Management; both aim to reach performance excellence as it achieves a competitive advantage (Baidoun et al., 2018).

The two concepts share several foundations and criteria, such as leadership, client attention, continuous improvement, factual focus, and everyone's participation, but others see the concept of excellence as one of the most philosophies of overall quality management systems (Ali, 2016).

1.3 About General Personnel Council

GPC is the body that monitors civil service affairs systems and procedures in accordance with the provisions of the Civil Service Law of 1998, as it is the technical body and implementer of the policies and regulations set by the Council of Ministers. It also organizes employment affairs and sets the detailed necessary procedures for implementation and monitoring of governmental agencies in the application of personnel systems, regulations and decisions in its specialized fields, in addition to providing studies, and related research to service development in its various aspects.

From an oversight perspective, GPC practices the following competencies (General Personnel Council, n.d.): (1) Monitoring the implementation of the Civil Service Law provisions and verifying the proper application of all civil service legislation by governmental departments. (2) Setting general rules for the selection process for employees in various governmental departments and the basis for selecting qualified persons to serve in public positions and monitoring implementation to ensure choice freedom and objectivity. (3) Setting the general policy for measuring the efficiency of civil servants and setting standards and models that are used to measure the efficiency that governmental departments are committed to. (4) Studying work methods and procedures in administrative bodies and working to develop and simplify them. (5) Following up the personnel affairs departments in various government departments and

directing them to the best ways to implement the related systems, regulations and decisions to personnel affairs, and keeping records of appointments, promotions, transfers, disciplinary penalties, and other related matters to civil service affairs. (6) Setting systems for monitoring and following-up with regard to personnel affairs in governmental departments to ensure the safety and efficiency of performance, and the application of other civil service legislation in a sound and effective manner. (7) Auditing related documents and decisions to personnel affairs such as appointment, transfer, promotion, assignment, and termination of service, recording data in GPC's records, ensuring their compliance with the applicable law and regulations, returning these data to the decision-making body in case of any error or violation to be reconsidered, and to submit a report to the Council of Ministers in the event of disagreement with the competent department on the followed procedure.

In this study, the questionnaires were distributed to employees in different directorates of GPC. Bearing in mind that the population of this study is represented by the total number of employees of GPC in West bank.

A simple random sampling method was used; the data were tested and evaluated using the Statistical Package for Social Sciences (SPSS V28) and (SMART – PLS V3.3.3).

1.4 Research Problem:

To date, and despite the fact that many Palestinian organizations began to adopt TQM principles in the last two decades, the literature on EFQM practices and their impact on Palestinian performance is still limited especially in the governmental organization (Baidoun, et al., 2018).

Many researchers have compared the EFQM to other management standards and approaches. The main models are the EFQM in Europe, the MBNQA model in the USA and the Deming Prize model in Japan (Thürer et al., 2018a). Some researchers evaluated the EFQM internal structure and identified that it reflects the holistic approach of TQM (Bou-Llusar et al, 2009; Kim et al., 2010; Gómez et al, 2017; Shafiq et al., 2019; Baidoun et al., 2018). Many researchers recommend that the EFQM or the MBNQA could be used as guidelines for TQM implementation (Abbas et al., 2017) as they describe the EFQM as providing detailed information through the definition of the criteria, sub-criteria (Calvo-Mora et al., 2018) and guidance points that can be useful in the measurement of the implementation of TQM. Turisová, et al. (2021) put forward that the EFQM is based on the principles and practices of TQM. Shafiq et al. (2019) mentioned that quality is a living concept that has experienced a continuous evolution acquiring new meaning and it is mostly understood as excellence.

After reviewing the previous studies, the researcher found, within the limits of his knowledge, that no studies have been conducted for the GPC in this area in Palestine particularly in the West Bank to implementing EFQM Model in the governmental sector. The GPC is the only responsible party on Personnel Affairs at the state level for all employees especially, provides services for 82 government agencies, with a total of 92,000 employees in Wes Bank and Gaza Strip, distributed to 49,000 females and 43,000 males. Such a responsibility requires the GPC to provide the best practice, as an outstanding recipient, which will reflect positively on the services provided to a community. Moreover, to increase the confidence of institutional and individual stakeholders, a system must be developed that strengthens standards of excellence in

service provision. Recently the Palestinian government initiated and announced through the launch of the Palestine Excellence Government Program (PEGP) based on the principles and practices of EFQM. Therefore, this motivates the researcher to assessment of Excellence application practices according to the European Excellence Model (EFQM 2020), in the Palestinian General Personnel Council (GPC).

Moreover, and in order to fill the gap this study will contribute to increasing the knowledge of implementing the EFQM Model in governmental sectors, and help launching and implementing the PEGP as soon as it is endorsed by the Palestinian Government.

1.5 Significance of Study

The study derives its significance from four main points. First, There are very few studies if any of this kind in Governmental organization (Baidoun, et al., 2018), and as far as the researcher knows, it is the first for the GPC and will provide improvement recommendations for the GPC, Second, information about measuring the quality of service will guide GPC to follow and regulate the services provided. Third, it will illustrate the most important quality aspects of the services provided from a customer perspective. Finally, it will provide policymakers with recommendations about services quality improvement.

1.6 Research Objectives:

This study aims to achieve the following objectives:

The main objective of this study is to assessment of Excellence application practices of the Palestinian General Personnel Council (GPC) according to the European Excellence Model (EFQM 2020).

Specific Research Objectives:

1. Assess the level of implementation of the concept in (Direction, and Execution) according to the European Excellence Model.
2. To determine the improvement or opportunities' techniques that are needed for the GPC.

1.7 Research Questions:

The research questions, which were the rationale for this study, are:

The study is conducted to answer the following main question: What is the degree of the practice of the GPC for managing excellence according to the criteria (Direction, and Execution) of European Excellence Model "EFQM 2020". However, the sub-questions are below:

1. What is the extent of implementing the EFQM's Direction criteria (Purpose, vision and strategy, and Organizational Culture & Leadership) by the GPC?
2. What is the extent of implementing the EFQM's Execution criteria (Engaging Stakeholders, Creating sustainable value, and Driving performance & transformation) by the GPC?

1.8 Scope of Study

To achieve the aim and objectives of this study, the scope of the study mainly focuses on the GPC employees working in the head quarter in Ramallah. The study started in May 2021 after the proposal was approved. The literature review was completed at the end of April 2021. The validity testing, piloting, and questionnaire distribution and collection completed at the beginning of October 2021. Moreover, the systematic literature review of this study focused on the background and importance of TQM, understanding of organizational excellence models and challenges from the implementation of EFQM tools and techniques

The analysis, discussion, conclusion, and recommendation were completed at the end of April 2022.

1.9 Structure of the Thesis

The thesis is divided into five chapters to create a good flow of information. The outline of the thesis is as the following:

Chapter 1: Introduction

This chapter explains the background of the study, the problem statement is defined, the significance of the study is highlighted, the questions and objectives of the study are listed, and finally the most important concepts are defined, and research contribution to knowledge as well as the outline of the thesis are included in this chapter.

Chapter 2: Literature Review

This chapter provides a review of the literature relevant to the research problem in this research study. This chapter is a literary review and provides a short background on TQM and explores its elements. Literature focused on changing and improving cultural

processes, management engagement, leadership and customer satisfaction. It details factors concerning the implementation of TQM in government agencies such as globalization Quality awards are discussed. Furthermore, investigation on the relationship between TQM and continuous improvement was mentioned. Reviews and illustrates the meaning of business excellence model of the European Foundation for Quality Management (EFQM). The EFQM Excellence Model was expanded because most of Models of excellence in Arab countries including Palestine has adopted and implemented this model. It highlights on the history of the model and its benefits. Critique on the model concept, approaches and the relationships of the model was submitted. It covers areas to be considered when implementing the model using different tools such as PDCA Cycle and RADAR methodology.

Chapter 3: Research Methodology

This chapter is dedicated to discussing the research methodology. More specifically, the research approach is selected, the population and sample of the study are determined, the data collection method is chosen, the development of the research instrument is described, the validity and reliability of the scales are established, the statistical analysis techniques are outlined.

Chapter 4: Data Analysis and Interpretation

The findings are shown and discussed in this chapter. This chapter included analysis and discussion of the results that have been collected from field surveys. Data analyzed using SPSS V.28 and SMART - PLS V3.3.3 including descriptive and inferential statistical tools.

This chapter included quantitative analysis of questionnaires field survey, and test the research questions.

Chapter 5: Conclusion and Recommendations

According to the results, recommendations and conclusions of the research are discussed and finally some directions are provided for future researchers in chapter five.

References**Appendices**

Chapter Two: Literature Review

2.1 Introduction

This chapter provides a review of the literature relevant to the research problem in this research study. This chapter is a literary review and provides a short background on TQM and explores its elements. Literature focused on changing and improving cultural processes, management engagement, leadership and customer satisfaction. It details factors concerning the implementation of TQM in government agencies such as globalization Quality awards are discussed. Furthermore, it describes the investigation on the relationship between TQM and continuous improvement. It reviews and illustrates the meaning of business excellence model of the European Foundation for Quality Management (EFQM). The EFQM Excellence Model was expanded because most of Models of Excellence in Arab countries including Palestine has adopted and implemented this model. It highlights on the history of the model and its benefits. It covers areas to be considered when implementing the model using different tools such as PDCA Cycle and RADAR methodology.

2.2. Background about Quality

Quality has been studied and researched since the 1900s. Still, the quality revolution started in the late 1960s (Sadeghi Moghadam et al., 2021), where Quality Function Deployment (QFD) arose to change over client requests (WHATs) into quality attributes (HOWs) (Ahmadi Digehsara et al., 2018, Sadeghi Moghadam et al., 2021) and was planned by Yoji Akao (1994). The 'voice of the customer' is the term to portray the expressed and implicit client needs and changes them into item details (Lasrado &

Pereira, n.d., Sadeghi Moghadam et al., 2021). In the meantime, American and European organizations found that rebuilding, revamping, and even process reengineering endeavors would not empower organizations to contend with top caliber, minimal cost, and efficiency of Japanese organizations. Before long, they attempted to work hard in publicizing QFD through the United States to fill this hole in 1986 (Ahmadi Digehsara et al., 2018 Sadeghi Moghadam et al., 2021.)

Examination of Service Quality was initiated in 1985 (Parasuraman et al., 2013) when researchers underscored the contrasts between service associations and product ones. For sure, services are performed or actions carried by equipment or people, and the quality idea of service is unique (Furrer et al., 2000, W. K. Liu et al., 2017; Milner & Furnham, 2017; Minh et al., 2015; Seesaiprai, 2016)). However, Parasuraman et al. (2013), pioneers of the service quality exploration area, characterized service quality as 'a proportion of how well the help level conveyed matches the client's assumptions.

Through the most recent decades, the approach to excellence models and quality awards was highly emphasized. For example, Malcolm Baldrige National Quality Award (MBNQA) and EFQM stressed that the effect of association on social orders ought to be taken into contemplations by organizations. Hence, quality management has very much incorporated into Corporate Social Responsibility (CSR). These two are also interconnected, mutually dependent on one another basically, despite their isolated functions (Kok et al., 2001). Also, the modified translation of ISO 9001:2015 acquainted a study to decide a norm to carry out a management framework for a supply chain network. Consequently, the Supply Quality Management System (SCQM) was framed to externalize an association's quality framework to help with administering the processes (Nguyen et al., 2020; Sadeghi Moghadam et al., 2021) and accomplices through the

supply chain and to make value and accomplish the fulfillment of intermediate and last clients in the markets by persistent improvement (Ford, 2015). Incorporating knowledge management (KM) and quality management and the KM/QM procedure presentation by Garstenaue et al. (2014) is another illustration of recent fads in quality administration.

The Japanese methods improvement (Kaizen) began to be formed and it took off in the 1950s. (jap. kai – do, change, zen – well). It recommends Deming's circle (Plan-Do-Check-Act) to determine an irregularity in the production line. Kaizen is reasoning and overseeing approach. The technique attempts to improve little things to ensure a definitive outcome will be unique, and lastly, it tries to get client devotion. Kaizen acted like an umbrella that incorporates such countless different devices, including Kanban, Total Productive Maintenance, Six Sigma, Just on Time (JIT), Suggestion Framework, and so forth (Al-Hyari et al., 2019; Carnerud et al., 2018; Saxena & Srinivas Rao, 2019).

The concept of Six Sigma was introduced in 1979 by Bill Smith who was an engineer while he was working at Motorola. Six Sigma is a genuine statistically based methodology intended to eliminate errors from items, procedures, and activities, with a quality objective of 3.4 DPMO, where a defect chance is a critical process failure. This method is designed to improve process variations by eliminating them continuously. A process must not produce more than 3.4 defects per million (DPMO) represents a quality level of Six Sigma, meaning (99.9997%) accuracy .. (Murumkar, Teli, and Loni, 2018., Hahn, et al., 1999, Sony & Naik, 2020 , Fok-Yew & Hamid, 2021). Likewise, Six Sigma is a progression of quality tools and methods of reasoning and is intended to accomplish continuous quality improvement and zero-defect (Mvsit et al., 2016; Sony & Naik, 2020, Foster, 2001). The strategy profoundly centers around three components in a great top-

notch organization: ' Client,' 'Process,' and 'Employee.' Quality will improve continually through a circle DMAIC (Define, Measure, Analyze, Improve, and Control) (DMAIC). (Sony & Naik, 2020, Fok-Yew & Hamid, 2021).

2.3 Total Quality Management (TQM)

The 1980s defined Total Quality Management (TQM) (Suarez, 1992; Madu, 1998). The literature demonstrates that the positive effects of TQM practices on the performance and effectiveness of companies have been broadly protected by practitioners and researchers (Santos-Vijande & Alvarez-Gonzalez, 2007). Although some view TQM as ambiguous and vague, major authors, like Juran, Deming, and Crosby, use different terms and critical factors while debating the subject in literature (Limpiada, 2015; Madu, 1998; Suarez, 1992). Empirical research into critical TQM factors began in the 90s when different studies led to different factors. (Piris and Zylfijaj, 2017; Calvo-Mora et al, 2013; Kalra & Pant, 2013; Arshida & Agil, 2013; Idris & Zairi, 2006; Morrow, 1997, Baidoun, 2003).

TQM is an idea connected to organizational literature and is steady with a methodology that considers quality as a worldwide terminal result related to the general working of the association (Cameron and Sine, 1999). Therefore, TQM can be characterized as the advancement of organizational culture and upholds the consistent fulfillment of consumer loyalty through an incorporated arrangement of methods and apparatuses; TQM is the way of life of an association resolved to add up to consumer loyalty through persistent improvement' (Rad, 2006, Hafeez et al., 2006; Powell, 1995; York and Miree, 2004).

Furthermore, in several divisions, including operations management, the impact of TQM on organizational performance is a common discussion point, and it interests both practitioners and academics (Chen, 2015). This concept is based on a comprehensive large number of studies that in some cases are contradictory and differ in terms of financial performance, mainly when measured with return on assets (ROA) or return on investment (ROI) (Santos-Vijande & Alvarez-Gonzalez, 2007). Nevertheless, some research has found that TQM has a positive impact on financial performance. In this sense, organizations have the main challenge of surviving in the rapidly changing environment and the world's highly competitive situation. Such rapid change leads organizations from quality to process quality to the highest levels where the quality of innovation and the creation of an innovative organization are necessary (Lopez et al., 2016). That is achieved through the cultivation of the TQM culture by many organizations in their organizations (Oakland, 2014.), where TQM is a business strategy and system involving individuals at all levels and functions of an organization that meet customers' needs and requirements and improve business performance (Hansson & Eriksson, 2002; Al-Damen, 2017; Hendricks & Singhal, 2000; Kaynak, 2002; Sabella et al., 2014, Maistry et al., 2017, Aladwan et al., 2021).

Other research does not support or reports a negative occurrence of the causal relationship between TQM and financial performance (York & Miree, 2004, Macinati, 2008, Saleh et al., 2018). This opposition to the outcome is mainly due to TQM's complexity, particularly because the most common explanation for the failure of TQM is primarily because of incorrect implementation approaches (Yusof & Aspinwall, 2000; Ghobadian & Gallea, 2001; Santos-Vijande & Alvarez-Gonzalez, 2007; Oluseun & Oluwatoyin,

2008, Saleh et al., 2018). It led to a new way of managing the business, a change in a work culture that will affect both people and the entire organization, and the allocation of significant resources (Shafiq, 2011, Santos-Vijande & Alvarez-Gonzalez, 2007; Yusof & Aspinwall, 2000).

Even though conflicting results regarding the impact on organizational performance of TQM implementation and different concepts and measures of TQM can be achieved, the benefits of TQM can be strengthened by avoiding such differences. In addition, there is a common understanding that a systemic method or framework is required to implement TQM (Bou-Llusar et al., 2009). However, no universally accepted TQM framework exists (Bou-Llusar et al., 2009; Yusof & Aspinwall, 2000; Gomez et al., 2017). Therefore, it has become a common practice to use the excellence models and quality awards as an operational definition of TQM and to link TQM with the criteria of well-known Quality Award models (Gomez et al., 2017; Lopez et al., 2016; Bou-Llusar et al., 2009; Santos-Vijande & Alvarez-Gonzalez, 2007). Furthermore, several authors have suggested that quality awards models fit the TQM definition and consider their main components; therefore, TQM framework could be considered valid (Bou-Llusar et al., 2009, Sabella et al., 2015, Baidoun et al., 2018). As a result, various national and regional awards for quality were created to promote quality and serve as TQM models (Bohoris, 1995).

While most TQM research relates to developed countries organizations such as Europe, Japan, the USA, and Australia (Sabella et al., 2015; Psomas & Jaca 2016), still, certain researchers focused on some organizations operating in developing countries and economies such as Pakistan (Shafiq, 2011; Kureshi et al., 2009), Saudi Arabia (Sweis et al., 2013), Libya (Abusa, 2011), Jordan (Al-Damen, 2017, Saleh et al., 2018, Aladwan et

al., 2021) and Palestine (Sabella et al., 2015; Baidoun, 2003 and 2004a, 2004b, Baidoun and Lussier., 2018).

2.4 TQM Definition

Even though a vast amount of literature is in the TQM literature, the definition of quality cannot be agreed upon (Demirbag et al., 2006). Over the last two decades, several organizations worldwide, especially in developed economies, have given numerous definitions (Shafiq et al., 2017, Lakhe & Mohanty, 1993). Specialists have taken the definition that is most suitable for their views. However, the approach used by both scholars and practitioners is only for the improvement of product quality. In contrast, they believe it can continuously improve every process in an organization (Shafiq, 2011). They are all the same, emphasizing that companies are striving to satisfy customer requirements. For Crosby, quality means "conformity to needs," but Deming does not define quality in one phrase; he declares quality is a relative term, which changes its significance according to the customer's needs, and finally Jüran defines quality as "fitness for use" (Suarez, 1992; Madu, 1998; Sadeghi Moghadam et al., 2021).

Other definitions are provided here: TQM is an organizational philosophy focusing on staff and work processes that mainly help customers to meet or exceed customer expectations by involving correct coordination of working processes, to ensure continued improvement in every business unit (Oluseun & Oluwatoyin, 2008; Temtime & Solomon, 2002; Aized, 2012). Okaland (2014) defined TQM as a way to improve the efficiency, flexibility, and competitiveness of a firm through the fulfillment of customer requirements and is not limited to service or product functionality.

Others defined TQM as an all-inclusive system to continuously improve customer satisfaction and achieve the required results; it represents a philosophy of total company integration. Its principal objective is to improve efficiency, market share and lower operating costs (Uduk, 2015). In addition, TQM was defined as an integrated organizational effort to improve quality at all levels (Aized, 2012).

The International Organization for Standards (ISO) defines TQM as a quality-oriented management approach for organizations based on the contributions of all its members. It aims to achieve long-term success through customer satisfaction and benefit all members and society in general (Kenneth, 2012).

TQM was defined as a shift in the management of the organization that involves focusing the energy of the organization on the constant progress of all processes and functions and above all on the different working stages, as quality consists of knowing what customer wants and transforming it to specifications that meet customer requirements (Anil & Satish, 2019). Achieve customer satisfaction 'superior performance,' enabling consumers by working mechanisms and practices among employees irrespective of their administrative position to give quality to consumers by doing the correct work from the first time and permanently, that is, the objective of improved functions and operations of the organization is to focus on providing products and services to satisfy and enhance the consumer (Rebelo & Gomes, 2017).

It can be concluded from the above definitions that several factors relate to quality, such as cost, design, customer satisfaction, availability, and usage. That means that quality can be identified and measured from different perspectives, depending most likely on

customer views of the product or service and what quality that the customer believes is essential.

2.5 Critical Success Factors of TQM

After looking at the historical spread of the TQM definition, it is essential to establish an understanding and knowledge of the underlying critical success factors of TQM. Critical success factors (CSFs) are the behavioral aspects of management styles or the human features emphasized in an organization's TQM (Arumugam et al., 2011).

CSFs can be defined as “the limited number of areas in which results, if they are satisfactory, will ensure successful competitive performance for the organization”, they are the critical key area where ‘things must go right’ for the business to flourish and to produce the greatest “competitive leverage” (Arshida & Agil, 2013, Fryer et al., 2007). If results in these areas are not adequate, the organization's efforts for the period will be less than defined.” (Arshida & Agil, 2013).

The most crucial point to note is that most authors have derived their set of CSFs based on a significant company approach and used factors and elements that are not all deemed suitable for SMEs (Yusof & Aspinwall, 2000). Moreover, different studies show a variety of critical success factors ranging from 5 to 12. Some studies reveal ten critical factors, others develop a particular instrument to measure quality management based on eight critical factors, and few expanded the practices even further and identified 12 or more factors (Baidoun, 2003; Arshida & Agil, 2013; Pira & Zylfijaj, 2017). Although many TQM authors recommend that further concern be made for evaluating TQM critical

success factors, the results of their adoption, and the type and extent of their relationships (Idris & Zairi, 2006; Prajogo & McDermott, 2005; Arshida & Agil, 2013).

Moreover, Critical success factors are both internal and external, and they require special attention as they can affect the firm for better or worse. These factors provide an early warning method and a way to avoid surprise and wasted opportunities (Kalra & Pant, 2013).

Given the diversity of these critical factors, literature classifies these factors according to their nature as factors of social (soft) and technical character (hard) (Calvo-Mora et al., 2014). These factors guide the implementation of the TQM principles in practice and facilitate continuous improvement (Baidoun, 2003; Kalra & Pant, 2013).

However, some factors were thought to be critical and applicable for SMEs (Aladwan et al., 2021; Sabella et al., 2015; Jorgensen & Nielsen, 2013; Arshida & Agil, 2013; Arumugam et al., 2011; Yusof & Aspinwall, 1999), the common factors are discussed below:

2. 5.1. Top Management Commitment

Based on the existing literature, top management commitment is unarguably one of the most important factors underlying the success of TQM through providing the needed resources of money and time to allow, permit and support improvement (Aladwan et al., 2021). In addition, many studies argued the necessity of top management commitment,

as top management has a large influence on the organization's overall attitude and strategic direction (Jorgensen & Nielsen, 2013).

Top management's pledge to quality must be checked and demonstrated by actively communicating the mission and vision throughout the entire organization (Demirbag et al., 2006; Salaheldin, 2009; Jorgensen & Nielsen, 2013). Among other aspects, this implies that managers ought to concentrate on aligning quality objectives with the vision, start quality as corporate culture and create a culture where continuous improvements are supported, and reluctance towards change is minimized (Jorgensen & Nielsen, 2013). This means that establishing a quality culture in alignment with the overall business strategy is essential for the organization's success (Salaheldin, 2009; Jorgensen & Nielsen, 2013). Therefore, management must believe in TQM and ensure that the principles, strategies, and advantages of TQM are clear and well defined to all employees (Fening et al., 2017).

Despite the agreement of most studies upon the importance of management communicating the vision and quality objectives, conveying the strategy solely is insufficient (Demirbag et al., 2006). Vision and mission statements have to be operationalized into everyday actions that must be carried out (Arshida & Agil, 2013). As described in several studies, the role of management must be focused on driving, involving, and assessing, rather than planning and controlling (Jorgensen & Nielsen, 2013; Demirbag et al., 2006).

2.5.2. Process Management

The underlying idea behind process management is that an organization should be seen as an interrelated process. That continuous improvement of each process is a step towards performance improvements (Jorgensen & Nielsen, 2013). Therefore, the main goal of process management is to analyze, understand and manage the processes involved in meeting the customers' requirements to ensure that they are consistently met (Arshida & Agil, 2013).

Accurate data are significant for both management and employees to make better decisions related to process improvement (Aladwan et al., 2021). First, the team must recognize and classify quality problems' causes and propose solutions. The recommended solutions should then be screened to choose the best solution(s) for implementation (Jorgensen & Nielsen, 2013).

Finally, successive performance should be measured and evaluated to determine the need for further action. Different tools can be used by the quality improvement team in studying processes, such as cause-and-effect diagrams, histograms, Pareto diagrams, scatter diagrams, check sheets, and control charts (Arshida & Agil, 2013).

Process management includes specifically identifying and documenting process management procedures with instructions required for machine operation and set-up, posted at each workstation to minimize the likelihood of operator error understood (Idris & Zairi, 2006; Jorgensen & Nielsen, 2013; Aladwan et al., 2021).

2.5.3. People Management

People management, also related to employee focus and employee relation, is considered one of the most important factors underlying the successful employment of TQM in many studies, as TQM implies involving the whole organization (Jorgensen & Nielsen, 2013). There are two main dimensions in defining empowerment: the psychological dimension, which falls into the intrinsic motivation that creates self-efficiency, and the structural dimension (Aladwan et al., 2021). Managers count on employee empowerment as a critical TQM practice to increase its successful implementation since TQM focuses on the culture of involving all employees in work performance and development (Fening et al., 2017). In this sense, the importance of internal and external information sharing is widely emphasized, as sharing data beyond functional groups of the organization is seen as a way of encouraging employees and making them feel responsible for quality decisions and improvements (Jorgensen & Nielsen, 2013; Aladwan et al., 2021). Likewise, involving employees by heartening them to develop suggestions related to quality development and improvements is an essential element underlying a successful implementation of TQM and performance improvement (Demirbag, 2006; Idris & Zairi, 2006; Prajogo & McDermott, 2005).

Besides involving employees in the decision-making process, employees need continuous focus on education and training, as education and reward are considered essential factors underlying the sustainability and enhancement of organizational growth (Arshida & Agil, 2013; Pira & Zylfijaj, 2017).

Members involved in the TQM process should receive sufficient training in communication skills, quality awareness, and problem-solving techniques to guarantee the successful implementation of the TQM system. Moreover, fundamental orientation should be included in the training program explaining the basic TQM concepts and procedures to provide employees with essential knowledge that can be later associated with more advanced topics (Prajogo & McDermott, 2005, Adrowis et al., 2018). Practical training will improve the loyalty of employees, motivation, and work performance (Adrowis et al., 2018). Thus, customer satisfaction will be developed, and customer complaints will be decreased (Sadikoglu & Oclay, 2014).

2.5.4. Customer Focus

An extensively covered element within the TQM literature is customer focus and, in association herewith, customer satisfaction. TQM companies focus on serving external customers. Thus, customers' expectations and requirements are first known and understood. Given the increasing focus on creating competitive advantages, it is argued that quality ought to be defined from an external perspective of customer expectations rather than from predetermined internal specifications (Jorgensen & Nielsen, 2013; Aladwan et al., 2021). That encourages companies to produce high-quality and reliable products/services on time with increased efficiency and productivity. Hence, the sales and the market share will increase (Sadikoglu and Olcay, 2014).

According to Prajogo & McDermott (2005), it is necessary that both current and future needs of the customers are understood and met when creating and sustaining a customer-oriented organization. That implies that the organization must establish various mechanisms, enabling efficient ways of letting customers contact the organization with

product inquiries and related questions and establishing channels from which the organization can obtain knowledge about customer preferences (Arshida & Agil, 2013). To gain full advantage of this knowledge, incoming information and changes in customer preferences must be analyzed and understood (Idris & Zairi, 2006; Jorgensen & Nielsen, 2013; Aladwan et al., 2021).

2.5.5. Organizational Culture

Markovi (2008) defines organizational culture as a collection of agreed values and conventions by the individuals and groups inside an organization that govern how they interact with each other and stakeholders outside the institution. It is essential to have a strong organizational culture in order to raise the performance of the workers, which in turn will improve the performance of the firm. In order to increase performance, growth, and competitiveness in the regional and worldwide market, it is vital for companies to improve their management through establishing an appropriate organizational culture (Shahzad et al., 2012).

2.5.6. Leadership Style

Leadership is about encouraging change while maintaining stability in operational excellence, and the fundamental requirements for leaders are to establish structures, plan for improvements, organize activities, establish routines, care about people, communicate, coach, support, and motivate employees. Leadership is about achieving operational excellence (Arshida & Agil, 2013).

2.5.7. Organizational Structure

The term "organizational structure" refers to the manner in which the members of the organization are distributed according to the tasks and competencies that they bring to the table, as well as the locations at which processes are carried out (Aladwan et al., 2021; Jorgensen & Nielsen, 2013). The link between tasks, responsibilities, and authorities is established by the organizational structure, which in turn defines how individuals do their jobs (Arshida & Agil, 2013).

2.5.8. Supplier Quality Management

The success of TQM vastly depends upon the organization's ability to satisfy and fulfill the interests of various stakeholders (Jorgensen & Nielsen, 2013). Fening et al. (2017) showed that supplier quality management is significant since the supplied materials are usually the main source of quality concern. Supplier's ability to fulfill the needs of the organizations is, however, also crucial for the organization (Demirbag, 2006; Aladwan et al., 2021). Hence, a close relationship between the supplier and manufacturer should be achieved to ensure quality supplies within the required time (Aladwan et al., 2021; Jorgensen & Nielsen, 2013).

As a result of this interrelatedness, keeping records and providing feedback on quality performance is often considered highly important for problem identification and supplier process improvements (Demirbag, 2006). Several studies indicated that to insure the success of TQM, long-term mutually beneficial close vendor and supplier relationships should be created (Aladwan et al., 2021; Jorgensen & Nielsen, 2013; Fening et al., 2017).

Besides addressing the importance of mutually beneficial supplier relationships, Fening et al. (2017) acknowledge the importance of involving the organization's suppliers in the product development process and clarifying the specifications provided to suppliers to ensure that quality standards are met. Besides, the management of materials, closeness to customers, and corporate culture in the running supply chain management practice have an essential role in improving the organizational performance (Androwis et al., 2017).

2.6 The Shift from TQM to Excellence

Total quality management is the process of strategic quality management, reflecting the advanced development of using quality as a strategic tool at the stage of comprehensive quality management (Abu Naser & Al Shobaki, 2017). There is a strong correlation between Total Quality Management and Excellence Management; both aim to reach performance excellence to achieve a competitive advantage (Baidoun et al., 2018). The two concepts share several foundations and criteria, such as leadership, client attention, continuous improvement, factual focus, everyone's participation, but others see the concept of excellence as one of the most philosophies of overall quality management systems (Ali, 2016). Being viewed as a management control structure in a worldwide management theory, the TQM idea followed, since 1988, the quality control approach (Dahlgaard and Dahlgaard-Park, 2006).

The apparatus started to be more utilized for quality improvement/management exercises and performance evaluation. It is viewed as a helpful and significant structure in numerous associations, despite some analysis dependent on disappointments to TQM execution measures (Dahlgaard-Park, 1999, 2011; Mohammad et al., 2011). Flynn et al.,

1994, noticed that management rehearses should likewise be highlighted regarding quality yield.

Critically, the idea of 'total quality culture' was presented by Kanji and Yui (1997). They expressed that, concerning quality, culture can be impacted by the climate, technique, management framework, and individuals. Finishing up, it isn't easy to achieve business excellence without the correct organizational culture (Dahlgaard et al., 2013). Thus, TQM and business excellence are interwoven. The accomplishment of business excellence is vital for organizations to remain pioneers and accomplish elite performance (Dahlgaard-Park, 2011; Dahlgaard-Park et al., 2013; Oakland & Tanner, 2008). Perhaps the most notable model connecting TQM to business excellence – TQM is the way to accomplish excellence is the Oakland model (Oakland, 2004, 2011). The model accepts eight underlying elements that can lead associations to act in a more viable manner – the '4Ps' (planning, performance, processes, and people) and the '4Cs' (culture, communication, commitment, and customers) (Oakland, 2004, 2011). Pimentel and Major, 2015, added new factors to the model – aggregate contribution and power, demonstrating that organizational culture, individuals, and procedures, as theoretical resources in associations, are reciprocal key components for fruitful performance. The top management commitment is one of the critical drivers of TQM's success by providing the necessary resources of money and time to improve, enable and support (Aladwan et al., 2021). Many studies have demonstrated the need for highly responsible management because top management significantly influences the organization's overall position and strategic direction (Jorgensen & Nielsen, 2013).

2.7 TQM and International Quality Award Models

Total Quality Management is a bunch of systematic exercises, done by the entirety of the association, to viably and productively accomplish its essential destinations and operational objectives, to furnish items and services with a degree of value that fulfills clients, at the proper time and cost (Demirbag, 2006; Aladwan et al., 2021). Previous studies have mainly discussed the design and validity of Business Excellence Models (BEMs) (Gómez et al.,2015; Heras-Saizarbitoria et al.,2012; Jayamaha et al.,2011; Baidoun, 2003 and 2004a, 2004b,Baidoun et al., 2018), the role of BEMs in performance improvement (Mohammad et al.,2011), challenges in adopting and sustaining business excellence (Baidoun, 2003 and 2004a, 2004b; Brown, 2013) and the use of BEMs for quality award and self-assessment (Sampaio et al.,2012). On the other hand, comparing BEMs is a relatively less discussed topic (Muhammad Din et al., 2020; Shafiq et al., 2019).

Quality awards and Excellence models have a strong link with quality business excellence is often seen as synonymous with TQM or as an extension of TQM (Dahlggaard-Park, 2011; Dahlggaard-Park et al., 2013; Oakland & Tanner, 2008) as quality awards have been founded or awarded to recognize organizations that have excelled in the practice of quality. Indeed, corporate excellence often stands for TQM or the extension of TQM (Dawabsheh et al., 2019). For example, the Japanese Union of Scientists and Engineers developed in 1951 the first Quality Award to acknowledge W.E. Deming: The Deming Prize. The Malcolm Bal-Drige National Quality Enhancement Act was signed in 1987 with the first Malcolm Bal- Drige National Quality Award (MBNQA) in 1988, is set up by the US Congress to work with the process of the rivalry of the United States in the worldwide market and afterward extended through different places of the world (Thürer

et al., 2018a). In 1988, the European quality management foundation was formed by 14 main European companies (EFQM). The foundation of EFQM was mainly driven by studies showing that Japanese products had a better quality than US products, which was in turn higher than European products (Dale, Zairi, Van der Wiele, & Williams, 2000). By 1991, the EFQM developed the European Quality Award program – now referred to as the EFQM Award (EFQMA) – to honor outstanding European businesses (Thürer et al., 2018a).

The EFQM Business Excellence Model (BEM) has been generally utilized as a supporting structure towards accomplishing goals and achieving business excellence (Pesic and Dahlgaard, 2013). Dahlgaard-Park, (2008), who expressed that the EFQM model is a valuable and elective management control model. The EFQM BEM has been utilized, not exclusively, to accomplish the objective of significant acknowledgment. Yet, to get 'in the lead position, internal results with the execution of good management rehearses and ceaseless improvement in the entire association' (Araújo and Sampaio, 2014). Mohammad et al, (2011), noticed that the EFQM model is viable for assisting associations with assessing and upgrading work practices and performance. In any case, the accomplishment of acknowledgment/awards well affects performance. In reality, the honor and award-winning associations outflank (monetarily and non-monetarily) the non-award-winning ones, inferring an upper hand and advantage for a time of three years (Boulter et al., 2013; Hendricks and Singhal, 1997).

2.9 Journey of the Excellence

The world has profound changes in technology, information, management, and planning. That guided organizations to adopt a set of conceptual trends that call for individual engagement, human development, creativity, invention, and scientific research (Wiele et al., 2000; Thürer et al., 2018a; Raj & Aithal, 2020). They are the primary and most essential cornerstones of any institutional development and administrative method.

Organizations should be developed and improved continuously to keep pace with these changes. That was the biggest motivation for researchers and administrators to find solutions for the best performance and excellence (Wiele et al., 2000; Thürer et al., 2018; Raj & Aithal, 2020). It is not limited to meeting client's requirements; it is also about employee outcomes, social and financial performance, and strategic planning, which can typically achieve a vital role within organization peers (Wiele et al., 2000; Thürer et al., 2018; Raj & Aithal, 2020; Gómez et al., 2017).

An organization's journey from quality to sustainable excellence can be divided into five steps Quality Control, Quality Assurance, Total Quality Management, Business Excellence, and Sustainable Excellence & Integrated Management Systems, (Baidoun et al., 2009; Van der Wiele, & Williams, 2000; Sampaio, 2017). It has become clear that companies seeking the path to organizational excellence can improve and achieve a certain amount of success. However, to be successful in the long term, it is necessary to avoid an "empty" content project. Instead, organizations need to embrace the program into their culture and "live" it continuously. Only by doing so will the best results occur

and be sustainable, allowing the organizations to be truly competitive globally (Baidoun et al., 2009; Van der Wiele, & Williams, 2000; Sampaio, 2017).

2.9 Excellence Management

Models of excellence impact performance and help organizations achieve organizational excellence (Baidoun et al., 2018). It is not sufficient to satisfy or even make customers happy, which is necessary. Organizations also have to satisfy other stakeholders like partners and suppliers, the organization's workforce, and society while achieving the best financial results for the organization's shareholders, with well-planned strategies and causal outcomes (Salem et al., 2019). That is called business excellence that several excellence models worldwide are trying to achieve (EFQM, 2020). Excellence management seeks the best, as an essential measure of differentiation between institutions, that led many of them to adopt it, which increased their effectiveness and ability to remain in the competitive market (Al Shobaki & Abu-Naser, 2017).

Past studies focus on quality management tools and techniques (QM) or TQM that have to do with the organization's overall performance (Fok-Yew & Hamid, 2021). However, limited studies in Lean tools are available to achieve Business Excellence (BE) (Price, 2018; Ghobakhloo & Azar, 2018). Lean enables the manufacturing industry to continuously improve and helps the organization, through operational excellence and quality, to improve performance (Ahmad & Elhuni, 2014; Thomas et al., 2016; Sreedharan et al., 2017; Albliwi et al., 2014). Lean tools are becoming more prevalent and result in increased performance in operations. Many scholars have identified Lean as

an improvement initiative necessary to deploy BE (Slack et al., 2019; Ghafoor et al., 2020; Manresa & Escobar Rivera, 2021).

2.10 Business Excellence and Integrated Management System

The central ideas of excellence are results, clients, initiative, consistency of direction and technique, management by cycles and realities, people advancement and association, organization improvement, development and advancement thinking, participation and cooperation, constant learning, and perpetual improvement. Hardly any associations, except for a few, on the planet, have effectively presented a coordinated QSEE (Quality, Security, Environment, and Ethics) management framework (Baidoun et al., 2009; Van der Wiele, & Williams, 2000; Sampaio, 2017; Manresa & Escobar Rivera, 2021). These frameworks help successfully satisfy commitments to all partners and society and deal with the environment and the new generations. Each progression does not annihilate the past one . It is incredibly the opposite; each advance will give the following one, another measurement that will be incorporated in a bigger approach (EFQM, 2005). The entire excursion goes from the operational level to the vital level and builds the degree of TQM Maturity (Baidoun et al., 2009; Van der Wiele, & Williams, 2000; Sampaio, 2017; Manresa & Escobar Rivera, 2021). That implies that the more an association advances along these lines, the more it will support its prerequisites towards leadership, from the lower layers up to the top layer of the executive panel.

2.11 Excellence Models

All excellence models are useful in characterizing TQM in a manner by which management can more effectively comprehend. In addition, they assist associations with creating and dealing with their persistent improvement exercises in various ways. There are numerous distinguished excellence models throughout the planet (Fonseca et al., 2021; Ghafoor et al., 2020; Fok-Yew & Hamid, 2021). All these structures are supported by a foundational and orderly methodology of associations. In every one of them, the conjunction and collaborations of a specific number of critical variables and enablers make organizational crises and produce extraordinary results. Here are some renowned excellence models:

2.11.1. The Japanese Deming Prize (DP)

The DP model is Japanese BEM (Agrawal, 2019). It was set up in 1951 by the JUSE (Union of Japanese Scientists and Engineers) to recognize the late Dr. William Edwards Deming, an expert on quality control in the US. He was invited to Japan by the Union of Japanese Scientists and Engineers (JUSE). Deming's work had a revolutionary impact on the quality movement in Japan. Its key elements are Management policies and their organization, data examination, use of data technology, new item improvement, work measure development, upkeep and improvement, management framework, and human asset advancement. The model has a three-pronged approach: First, the organization must establish customer-driven business objectives and strategies, including a social responsibility perspective. Second, TQM is effectively implemented to realize objectives, and third, as a result of applying the first and second categories, the organization acquires a capability for future growth. Thus, the first category is about "establishment of policies,"

the second is about "deployment of TQM principles," and the third is about "results." (Deming Prize, 2019). Each of these three categories is assigned a score of 100 points, making 300 points. The applicant organization must get at least 70 points in each category to qualify for the Deming prize award (Georgiev & Ohtaki, 2019; Muhammad Din et al., 2020).

2.11.2. The US Malcolm Baldrige National Quality Award (MBNQA)

It was set up in 1987 by an act of the Congress of the USA, with the target of empowering American businesses and different associations to rehearse viable quality control in the arrangement of their services and products. It's overseen by the NIST (National Institute of Standards and Technology) in collaboration with the ASQ (American Society of Quality). Its key elements are leadership, critical planning, clients and market pivot, estimation, examination and information management, human resources pivot, measure management, and business results. (Purba, 2021).

2.11.3. The European EFQM Quality Award

The European Foundation for Quality Management (EFQM) Excellence Model (EEM) was introduced in 1992 as the framework for assessing organizations for the European Quality Award (Michalska, 2008; Santos-Vijande & Alvarez-Gonzalez, 2007). EFQM was established in 1988 by fourteen leading European businesses. It is a membership-based, not-for-profit organization with a mission to drive sustainable excellence in Europe and a vision of a world in which European organizations excel (EFQM, 1999). The primary aim for developing the EEM was to come up with a representation of TQM theory to be implemented in all types of organizations and to support organizations to achieve

business excellence through continuous improvement, learning, innovation, and the deployment of critical processes (EFQM, 2010; Sadeh et al., 2013; Calvo-Mora et al., 2014; Gomez et al., 2017, Turisová, et al., 2021).

The EFQM Excellence Model, a non-prescriptive framework based on seven parameters (Turisová et al., 2021), can be used to evaluate an organization's progression towards excellence. The model acknowledges that in all areas of performance, there are several approaches to achieving sustainable excellence. It is based on the idea that: "Excellent results concerning Performance, Clients, People, and Society are achieved through Leadership driving Policy and Strategy, that is delivered through People, Partnerships and Resources and Processes." (EFQM, 2020). Results rules address what an association accomplishes – the outcomes. If the correct enablers are successfully executed, associations will achieve the typical outcomes. In this manner, it is feasible to distinguish the circumstances and logical results connection between what the association does and the outcomes accomplished (EFQM, 2015; Dahlgaard-Park, 2008; Doeleman et al., 2014; Turisová et al., 2021).

2.11.4. Dubai Government Excellence Program (DGEP)

It was launched in 1996, aiming to improve the government sector's performance to comply with the latest development in all fields through moral incentives and the establishment of a motivating work environment. Furthermore, the DGEP seeks to promote the principles of excellence, creativity, and quality by installing the best administrative professional practices and executing the most advanced and effective working methods. The DGEP excellence model is based on the EFQM model. The excellence awards are granted in three categories, Administrative Excellence, Employee

Excellence, Variable Awards (Variable categories to be determined in each assessment cycle based on government priorities) (Dubai Government Excellence Program, n.d.).

2.11.5. Abu Dhabi Award for Excellence in Government Performance

Abu Dhabi Award for Excellence in Government Performance is also based on the EFQM model and was launched in 2007 to increase awareness of the requirements for excellence in Abu Dhabi government departments. It encourages competitiveness for improvement in all government services, practices sharing information, and spread the knowledge of successful improvement practices. In addition, it focuses on achieving entire customer satisfaction and increase quality standards. There are three categories of the award (*Government Service - The Official Portal of the UAE Government, n.d.*): - Excellence Government Department - Excellent Technical/Managerial Project - Excellent Employee.

2.11.6. King Abdullah II Quality Award 1999

King Abdullah II Award for Excellence (KACE) adopted the basic principles of the EFQM model (Aladwan & Forrester, 2016) aim to enhance the competitiveness of the Jordanian institutions by spreading awareness of total quality management and excellent performance concepts and to highlight the outstanding efforts of national institutions. Also, it aims to exchange experiences among the Jordanian institutions. Evaluation criteria include five key elements: (Altaiee & kedada, 2008), Leadership, Strategic Planning, Resource Management, Operations Management, The results of the institutional performance (King Abdullah II Center for Excellence - Home, n.d.)

2.11.7. Palestine International Award for Excellence and Creativity 2007

Palestine International Award for Excellence and Creativity was established in 2007 by (Paltel Group Foundation) based on the Vision of Displaying and Showing the Palestinian to honor the international Palestinian creativity and exaltation. A prestigious international prize to respect Palestinian creativity for the benefit of the Palestinian people. The Competition Palestinian Youth Excellence, which contributes to the development of Palestinian projects. Award to honor Palestinian design and those who have supported the Palestinian people, including individuals, institutions, and countries, for a prestigious international award. The award has therefore been continuously developed in pursuit of excellence and selection advancement. It honors Palestinian institutions, people with special needs and pioneers of Palestinian youth, outstanding and private sector Palestinian projects that help Palestinian society develop and develop. (Pal-Awards, n.d.)

2.12 Excellence in Public Administration

Most researchers and experts in public administration agree that government organizations face many obstacles to achieving excellent performance; traditional methods find it incredibly difficult to confront or deal with (Pasha et al., 2018; Zeffane & Bani Melhem, 2017). Therefore, the current systems, policies, and programs must also be reviewed to achieve the desired compatibility with these challenges. (De Lancer Julnes & Holzer, 2014).

Organizational excellence models, and related national quality awards, have been developed by many governments around the globe (Kennedy, 2019) to make their country's organizations, including large and small businesses, healthcare facilities,

schools, and government agencies, more customer-focused and competitive in the larger economy (Doulatabadi & Yusof, 2018; Brown, 2014; Mann et al., 2011; Porter and Tanner, 2004; Sila and Ebrahimpour, 2002). Although these models and awards programs vary by country, they generally involve a robust set of criteria in areas such as leadership, planning, information systems, and human capital. Organizations that have successfully achieved quality by participating in a quality award have significantly improved their quality, productivity, competitiveness, or financial returns. (Doulatabadi & Yusof, 2018; Brown, 2014; Su et al. (2014); Boulter et al., 2013; Mann et al., 2011; Angell and Corbett, 2009; Grigg and Mann, 2008c; Meers and Samson, 2003; Dahlgard-Park and Dahlgard, 2003; Eriksson, 2004; Deming, 1982, 1986). Organizations complete a self-assessment based on the relevant criteria, and then they are evaluated and scored by a team of experts on how well the organization deploys processes in these areas (Aly, 1997; Hillman, 1994; Svensson and Klefsjö, 2000; Oakland, 2005; Dimitriadis et al., 2015)., their associated results and their systems for learning and improving processes and outcomes (Conti, 1997; Oakland, 2005; Dimitriadis et al., 2015). Organizations that receive the highest scores are typically recognized with some level of excellence award during an annual ceremony (Dimitriadis et al., 2015)., sponsored by the government, and best practices from honorees are promoted, shared, and often incorporated into the criteria (Pasha et al., 2018; Zeffane & Bani Melhem, 2017).

Osborne (1993) set out the most critical ten principles on which modern government administration should be founded in their concept in order to be considered good governance, was mentioned in the book "Reinventing Government" the most critical ten principles as (Catalytic Government, Community – Owned Government, Competitive

Government, Mission-Driven Government, Results-Oriented Government, Customer-Driven Government, Enterprising Government, Anticipatory Government, Decentralized Government, Market-Oriented Government), and this is achieved by excellent government performance programs that enable the government sector to adapt effectively and improve government performance (Heckman et al., 2011).

Many countries have established programs and awards for excellence to achieve excellent government performance, matching their requirements, meeting goals, and measure their performance. Besides, it develops the public sector and raises government performance, which shows the fundamental change in the country's concept and functions (Heckman et al., 2011). It has been reported that organizations that have successfully implemented and sustained quality through participating in a quality award have achieved significant improvements in quality, productivity, competitiveness, or financial returns (Brown, 2014; Su et al. (2014); Boulter et al., 2013; Mann et al., 2011; Angell and Corbett, 2009; Grigg and Mann, 2008 c; Meers and Samson, 2003; Dahlgard-Park and Dahlgard, 2003; Eriksson and Garvare 2002; Deming, 1982, 1986).

2.13. Why EFQM Model?

Being founded on a self-evaluation measure requiring worldwide formatting systems in the association, many worldwide studies about the effectiveness of the EFQM system have been published (Nasim, 2018; Turisova et al., 2020; Thurer et al., 2018; Resa et al., 2019; Gomez-Lopez et al., 2019; Yugur and Sumerli, 2013; Liu et al., 2021). These studies were carried out in business companies, organizations in tourism, restaurants, universities, and other different institutes. These researches were done in Australia,

Slovakia, the United Kingdom, Iran, Spain, and Turkey. They all agree that EFQM enhances the effectiveness and efficiency of companies and organizations, enhances customer and employee satisfaction, helps increase profit, and helps preserve resources and increase the capability and applicability of the organization.

The latest research undertaken by Saad Ghafoor and Robin Mann (2020) reveals that 61 countries have a national Business Excellence award (Jankalová & Jankal, 2020). The results show that the EFQM Excellence Model is the most commonly used, particularly in Europe and the Middle East. Thirty-two countries use the EFQM Excellence Model or models similar to it. The Baldrige Excellence Framework is also popular in the United States and many countries in Asia. Nineteen countries use the Baldrige Excellence Framework or models similar to it. Fifteen awards programs use a unique model. One business excellence award in Sweden enables award applicants to use the Baldrige Excellence Framework, EFQM Excellence Model, or the Swedish Business Excellence Model. (Ghafoor et al., 2020).

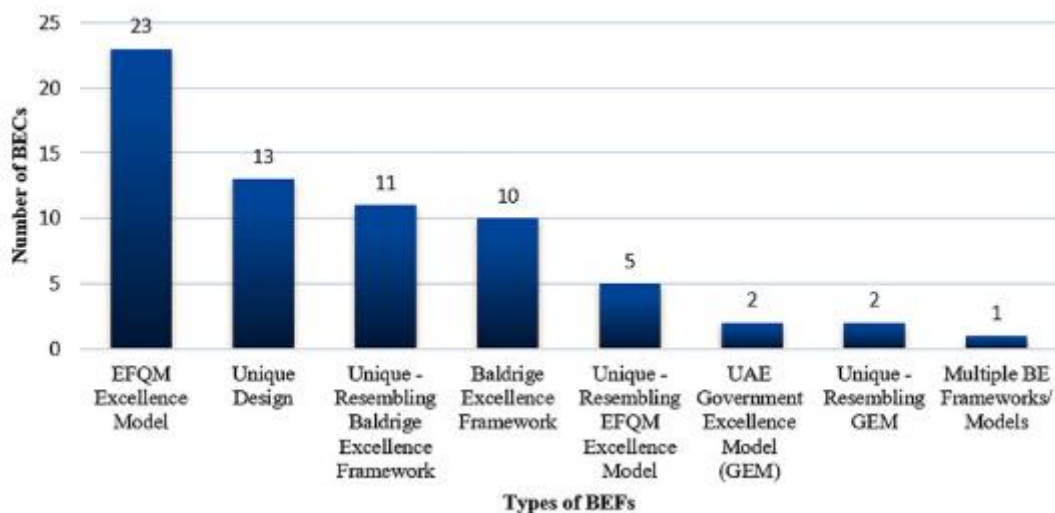


Figure (2.1): The Types of BefS Worldwide (Source: Ghafoor & Mann, 2020)

The EFQM model, past the acknowledgment awards, has been utilized by associations to feature training and learning, innovativeness, and advancement, suggesting a comprehensive perspective on associations (Y. L. Liu et al., 2021). Comprehensively talking, the interaction effectively includes everyone in the association, which implies that the self-evaluation measure is an acceptable practice for affecting the administration models of organizations.

These days, developing rivalry in the manufacturing sector makes uncommon difficulties for both global and local organizations. That is because of an incredibly competitive climate, which has drastically changed due to upgraded innovation, technology, and globalization exchange. Therefore, each endeavor at the organizational excellence and development (innovation) assumes an essential part in setting up the venture as exhibiting continuous and competitive superiority (Alshurideh et al., 2012; Kanaan and Gharibeh, 2013; Hajir et al., 2015; Vratskikh et al., 2016).

In another study carried out by Jankalová, Miriam, and Jankal, Radoslav (2018), others see the core values and concepts in the context of excellence models/national quality awards can be identified as 1. The focus on customers and the market 2. Visionary leadership 3. Sustainable development 4. Wellbeing and inclusion 5. Creativity and innovation 6. Sustainable results 7. Information and knowledge 8. Agility and flexibility 9. Policy and strategy 10. Systems thinking 11. Process management 12. A learning organization 13. Successful partnerships 14. Ethics and transparency 15. Quality management (Jankalová & Jankal, 2020).

2.14. Previous Studies

There is a vast body of empirical studies regarding the impact of measure the implementation of EFQM 2013 Model, While the researcher was not able to obtain any study for the degree of implementation of EFQM 2020 Model because its recently modified. Below is a review of the most relevant empirical studies that measure the implementation of EFQM 2013 Model.

Abdel-Wahab and Suleiman (2016) prepared a study to highlight the feasibility of using the European Excellence Model EFQM to evaluate the performance of Al-Numan General Hospital. They used checklists generated from award criteria to collect and evaluate the hospital data. The EFQM model methodology was adopted to evaluate the whole hospital. According to the findings of this study, the hospital's greatest application and documentation rate was 66.7% for leadership, followed by partnerships, human resources, operations, and strategic policy of enablers in that order. The weak results varied from 20.8 % for the two criteria of customer and performance results, to 13% for the community results, and 9.5% for the human resources results.

Haider (2017) also presented a study aimed to evaluate the performance and results of the employees according to the Excellence Model of the European Foundation for Quality Management in the General Inspector Office / Ministry of Health (Iraq). It has adopted modern and advanced management methods in performance evaluation. The study used a case study approach, through a checklist of all data for evaluation as well as personal interviews. The answers were analyzed using percentages and arithmetic mean; they Indicate strengths that should be reinforced, weaknesses that should be corrected and

evaluated, and possibilities for improvement that should be pursued rather than overlooked. The evaluation results came out with good results, as the workers' criterion achieved 81 points out of the 200 points allocated to this criterion within the group of enablers, while the quality of the employees' performance achieved 88 points out of 200 points. As a result, it is necessary for office management to consider enhancing the strengths in order to increase the ratios of the criteria of the possibilities to achieve distinguished results, as well as to concentrate on the intermediate evaluation results, studying their causes, treating them, and finding appropriate solutions.

Swaitti & Jallad . (2019). also presented a study aimed to identify the degree of the relations between enablers of the EFQM and Its results at Palestinian Central Bureau of Statistics (PCBS), The findings revealed that the EFQM model's capabilities are widely available at the PCBS, due to the criteria and enablers of the European Excellence Model, which resulted in a total score of 60%. That justifies the authority's strength in the capabilities represented by the processes, products, and services it provides to the public and beneficiaries, its keeping pace with rapid developments in the technology field, and its high levels of planning. According to the EFQM model, the total degree of excellence culture level in the PCBS was 81 %, which is high.

Abu Hadid, & Enas Fawzy. (2020). also presented a study aimed to identify the degree of the excellence management practices in the Hebron municipality according to the European Excellence Model EFQM The average overall score of the (EFQM) application in the Hebron municipality is 48%. The highest score was Partnerships and Resources

52.6%, followed by strategy 51.0%, leadership 49.4%, operations and services 47.2%, enablers 47.8%, and results 48.0%.

Ziada (2018). This study's title is "The Role of European Quality Assurance in Organizational Performance in Major Universities." It also seeks to figure out what role European quality assurance plays in the success of major university organizations. The research took place at The Islamic University, Al Azhar University, and Al Aqsa University between 2007 and 2017. As a research methodology, the descriptive analytical approach was adopted. The study population includes all academics and administrative staff at major institutions. The researcher used a questionnaire to gather information. The survey was sent to 311 people in total. A total of 302 questionnaires were used in the investigation. The study's main findings are that there is a statistically significant relationship between the application of the leadership and management criterion, effectiveness of policy and strategy criterion, satisfaction of service recipients, human resources criterion, financial and material resources criterion, and operations criterion at ($\alpha \leq 0.05$). The following are the suggestions made by the researcher: Universities should encourage their academic staff to use cutting-edge technologies in the classroom and apply cutting-edge methods for managing human resources in their institutions.

Thanaa (2021) the study examined the relationship between toxic leadership and the European model of institutional excellence 2020. The study was conducted at Egypt's Public Authority for River Transport, and 370 survey lists were issued to the authority's personnel using the complete inventory approach. (320) things reacted at an 86.4 %. The study, with a value of 90 %, the highest result was that the leadership considers the needs

of the community while defining the authority's aims and strategic objectives. Administrative leadership is considered a role model for subordinates in terms of behavior and good morals, with a degree of 60%. "The strategy is revised based on an analysis of its internal capabilities and the external environment," had the lowest approval rate. The authority's involvement of key employees and customers in the process of developing strategic and operational objectives had the lowest approval rating of 28%.

Chapter Three: Methodology

3.1. Introduction

This chapter is dedicated to discussing the research methodology. More specifically, the research approach, the population and sample of the study, the data collection method, the development of the research instrument, the validity and reliability of the scales and the statistical analysis techniques.

3.2. Research Strategy

The research strategy presented a general plan for what and how data must be collected and how the results would be analyzed. The selected research plan will affect the type and the quality of collected data (Ghauri and Grønhaug, 2010). To investigate the research questions about the extent of implementing the EFQM by the GPC; a quantitative survey approach has been used as the main approach.

3.3. Research Period

The study started in May 2021 after the proposal was approved. The literature review was completed at the end of April 2021. The validity testing, piloting, and questionnaire distribution and collection completed at the beginning of October 2021.

The analysis, discussion, conclusion, and recommendation were completed at the end of April 2022.

3.4. Theoretical Framework

As mentioned in the literature review, the EFQM is used to measure the implementation of EFQM Model for the GPC. The EFQM 2020 Model is based on a link between an organization's purpose and strategy, which are aligned with the United Nations Sustainable Development Goals (SDGs), to deliver performance and ensure transformation at the same time, creating long-term value for key stakeholders and achieving remarkable results. The model's shape has changed significantly, and the previous enabler and result criteria have been updated. The five enablers and four results criteria were rebuilt into five enablers and two results. The model was broken down into three categories: direction, execution, and result. Two criteria apply to the direction, three to the execution, and two to the result (EFQM, 2020). The EFQM is depicted below in figure 3.1.



Figure (3.1): The EFQM Model: Concept & Structure (EFQM, 2020)

3.5. Research location

The research was carried out in Palestinian General Personnel Council (GPC) which is located in Ramallah - Palestine, A group of employees from all departments in GPC was chosen to be the respondents in this study

3.6. Research Population, Sample and Sampling Procedure

Population and sample are very important in this study as it provides critical information or inputs that the researcher will use to make inferences of the study. A population can be described as a complete set of group of people that the researchers used in conducting their research (Adam, 2021). In this study, the population consists of all employees that work in the head quarter in GPC at Ramallah-Palestine.

According to Rusli and Hasbee (2011, p.161), simple random sampling is best used when the researcher has an accurate and easily accessible sampling frame that lists the entire population. By using simple random sampling, each respondent from a group of employees will have the same probability of being chosen at any stage during the sampling process in this study. The main advantage of using simple random sampling that it will enable the researcher to select the sample without bias, where the sample selected can be representative of the whole population. Furthermore, this type of sampling procedure is also easy to understand and apply in research activities.

For the quantitative method, the samples are drawn from the population by using a simple random sampling technique. Simple random sampling is a probability sampling that

enables the researcher to select the sample randomly from the sampling frame (Bartolucci et al., 2019).

In getting an accurate number of populations under the simple random technique, there is a suitable formula that was proposed by, Taro Yamane (1967) formula which is used to calculate and obtain the minimum sample size. In this case, and since the population of this study is represented by the total number of GPC employees that work in the head quarter at Ramallah-Palestine (250 employees), As a result, the Yamane method is best suited for categorical variables and can only be used when the confidence coefficient is 95 percent and the population proportion is 0.5., Therefore, the sample size will be limited to 154 employees, however, in order to obtain a desired and correct sample size the researcher distributed 200 questionnaires to obtain good and reliable results.

Thus, the formula to find the sample size is,

Taro Yamane (1967) formula:

$$n = \frac{N}{1 + N(e)^2}$$

Where n = Desired sample size
 N = Population of the study
 e = precision of sampling error (0.05)

3.7. Instruments of the Study

The instruments used in this study were based on quantitative research approaches. The research was carried out by using a quantitative approach data collection technique, and analysis procedures were used in this research design.

3.7.1. Pilot Study

A pilot study is a small experiment used to test logistics and gather data prior to a larger study in order to improve the quality and efficiency of the latter. (Altman et al., 2006; Woken, 2002).

For the quantitative data, the purpose of having a pilot study was to ensure that the expectations of the researcher in terms of the information that will be obtained from the questionnaire are met (Aaker & Day, 1995, as cited in Rusli & Hasbee, 2011, p.141). In addition, Piloting the questionnaire will also assist the researcher in determining the reliability of the measurement scale used in the study prior to conducting the real study, as well as measuring the data or scores' validity. According to Kamper (2019), “the validity of scores is the extent to which scores on a measure related to scores on other measures”. The questionnaires that have been developed were verified in terms of the language or sentences used, their appropriateness, and the suitability of the questions. In other words, the questions should be formulated in the polite and soft language (Bartolucci et al., 2019, Ghauri et al., 1995, as cited in Rusli & Hasbee, 2011, p 137). In addition, the questionnaires were formulated bilingually. It is believed that translation can iron out errors and distortions (Rusli & Hasbee, 2011, p.141).

In this research the initial questionnaire draft using the validated research study questionnaire developed by Baidoun et al. (2018), the original questionnaire was translated to Arabic to adapt to the local language by a professional and the questionnaire was reviewed by the researcher. Pilot tested the researcher had collected data by distributing 20 questionnaires, these data were collected via email and telephone. The questionnaire was edited according to the feedback. Many changes were made to the questionnaire especially to the cover page (introduction), as it has issues with the wording. Changes in the structure, format and style of the questionnaire (content, specific items, wordings, order, etc.) were also taken into consideration. A questionnaire was then finalized .

3.7.2. Questionnaire Design

A questionnaire is a research instrument consisting of series of questions and other prompts for the purpose of gathering information from respondents. Most often it is designed for statistical analysis of the responses (Bartolucci et al., 2019). According to (Truijens et al., 2021), “a questionnaire is a pre-formulated written set of questions to which respondents’ records their answers, usually within rather closely defined alternative”. It’s considered the heart of a survey operation.

The questionnaire was designed to meet the research objectives, cover the main questions of the study, and to collect all the necessary data that can support the results and discussion, as well as the recommendations in the research (Truijens et al., 2021). The questionnaire framework was modified and refined by the supervisor.

3.7.3. Questionnaire Part توحيد نمط كتابة العناوين

The questionnaire was provided with a covering letter explaining the aim of the research for target group, the security of the information to encourage a high response, and the way of responding. The questionnaire is divided into three sections, which are Section A: Demographic Information, Section B: Direction Concept, and Section C: Execution Concept.

Section A: Demographic Information

This section contains the demographic characteristics, which refer to the background of the respondents. There are six items that were included in this section, which was the respondent's gender, age, educational level, experience, position, and number of years of service in the current job title in GPC.

Section B: Direction

This part aims to collect data on GPC employees perceived level of “**Direction**” to obtain the respondent's preferences or degree of agreement with a set of statements that were constructed in the questionnaire. A five-point Likert scale is used in this part.

This part contains 21 items belonging to the following dimensions:

1. Purpose, vision and strategy: (11 items).
2. Organizational Culture & Leadership: (10 items).

Section C: Execution

This part aims to collect data on GPC employees perceived level of “**Execution**”, to obtain the respondent’s preferences or degree of agreement with a set of statements that were constructed in the questionnaire. A five-point Likert scale is used in this part

This part contains 56 items belonging to the following dimensions:

- 1.Engaging Stakeholders: (18 items).
- 2.Creating sustainable value: (18 items).
- 3.Driving performance & transformation: (20 items).

Table 3.1: Likert Scale

Score	Responses
1	Strongly Disagree
2	Disagree
3	Neutral
4	Agree
5	Strongly Agree

There are several advantages of using survey questionnaires in doing the research study.

The advantages are:

1. Easy to compare the results or outcomes of the research between employees
2. Respondents are not influenced by the researcher.
3. Easy to analyze the data collected as the data collected were analyzed using the (SMART - PLS V3) Package and Statistical Package for Social Sciences (SPSS V28)
4. The respondents are given more time to answer the questionnaire.

3.8. Data Collection Method and Procedures

Data collection is the way information is gathered. There are two ways of collecting information, primary data and secondary data. These two sources of data enable researcher to reach enough information

3.8.1. Primary Data

The primary data is a type of method that was used by the researcher to collect and gather the data, using the questionnaires (Mazhar et al., 2021). The researcher started to distribute the questionnaires directly by hand to the respondents after getting the approval from general directors of each department. The distributed questionnaires were collected during four weeks. Then, the researcher had to recheck the number of the questionnaires that are submitted back.

3.8.2. Secondary Data

Secondary Data is information collected by others for purposes that can be different from those of the researcher. It is a combination of published and unpublished documents related to the research and it is highly important, as it comprises the logical framework of the research (Sekaran, 2003, p.423).

Secondary data collection has both advantages and disadvantages, one of the foremost advantages of using secondary data is that it helps the researcher formulate and understand better the research problem, broadening the base for scientific conclusions to be drawn. However, it should be taken into consideration that other researchers, organizations or government departments for research and studies has different objectives

and purposes when collected the data; therefore, it may not be appropriate for the current research.

For the purpose of the study, the secondary data collected includes academic article, textbooks, and journals related to EFQM implementations. In addition, a number of online resources were used to gather information for the literature review. This type of data collection was mainly used for the literature review.

3.9. Data Analysis Technique

The data analysis technique for the quantitative method approach involved several processes and techniques. The research data were screened and analyzed through descriptive statistics and inferential statistics using the Statistical Package for Social Science (SPSS V28) and (SMART – PLS V 3.3.3) multivariate data analysis approach using before the quantitative data were analyzed to test its significance towards the research question, the data needs to be screened to ensure that the data have been entered correctly. The data screening technique is known as part of the data cleaning process in the quantitative method.

The probability of errors in data entry is common and therefore data files were carefully screened. To check if data have been entered correctly, the data were screened using the “frequencies” or “descriptive” commands within the descriptive statistics method. The data screening result indicated that there were no missing values appeared at each of the variables. Thus, this implied that there were no losses of data.

On the other hand, the demographic profile (as appeared in Section A of the survey questionnaire), was analyzed using descriptive statistics. Descriptive statistics were used in this study to summarize and make some general observations about the data collected (Coakes & Steed, 2007, p.51). The overall demographic profile of the respondents was explained in the form of percentages and frequencies.

Data collected were analyzed using both descriptive and inferential tools. The descriptive tools used were percentages, mean, and standard deviations using (SPSS v28). The Factor Loading Construct Reliability and Validity was used for validity, Cronbach's alpha for reliability statistics, using (SMART - PLS v3).

3.10. Demographic Characteristics of Respondents

Over 200 copies of the questionnaire were distributed to the respondents at GPC central buildings allocated in Ramallah-Palestine. The researcher was able to collect 190 sets of questionnaires and only 174 sets of questionnaires that have been fully answered.

Table 3.2: Overall Frequencies for Demographic variables of Respondents

Items	Valid	Missing
Gender	174	0
Age	174	0
Educational qualification	174	0
Experience in GPC	174	0
Current job title	174	0
Number of years of service in the current job title	174	0

Referring to the data stated in the table above, it indicated that all the demographic variables are valid and there are no missing values.

Chapter Four: Data Analysis and Discussion

4.1 Introduction

This chapter included analysis and discussion of the results that have been collected from field surveys. Data were analyzed using SPSS V.28 and SMART - PLS V3.3.3 including descriptive and inferential statistical tools.

This chapter included quantitative analysis of questionnaires field survey, and test the research questions.

Table 4.1 shows the summary of the demographic characteristics of the respondents.

Table 4.1: Frequencies, Percentages of Demographic variables of Respondents

Demographic data	Frequency	Percent	Demographic data	Frequency	Percent
Gender			Experience in GPC		
Male	79	45.4	Less than 5yr	47	27.0
Female	95	54.6	5yr-less than 10yr	31	17.8
Total	174	100.0%	10yr-less than 15yr	38	21.8
Age			15yr and More	58	33.3
Below 30yr	28	16.1	Total	174	100.0%
30yr -below40yr	83	47.7	Educational qualification		
40yr -below50yr	51	29.3	Diploma or less	26	14.9
50yr -below60yr	12	6.9	Bachelor	111	63.8
Total	174	100.0%	Master	37	21.3
Position			Total	174	100.0%
Division Head	36	20.7	Number of Years of service in the current job title		
Head of Department	72	41.4	Less than 3yr	50	28.7
Manager	60	34.5	3yr-less than 6yr	53	30.5
General Director	6	3.4	6yr-less than 10yr	20	11.5
Total	174	100.0%	10yr and More	51	29.3
			Total	174	100.0%

Table 4.1 has a listing of the demographic profile of the respondents. It contains six variables to be included in this part. The first variable was gender which has shown that most of the respondents were females with 54.6%, respondents with age between 30 years to less than 40 years were dominated with 47.7%, This table also indicates that 41.4% of the respondents were head of departments, the respondents that hold a Bachelor degree represented 63.8% (111 respondents), a majority 55.1% had " more than 10 years" of experience in GPC.

4.1 Analysis of Indicators Related to Study Variables

The (SMART - PLS) is a multivariate data analysis approach with an appealing graphical user interface become a popular tool , was utilized as a statistical tool in the current study, and it is one of the most effective tools for analyzing data on social concerns in recent times. Many researchers have recently adopted SMART -PLS. Dawabsheh et al. (2019) suggested that it is preferable to other techniques such as multiple regression analysis when we are dealing with novelty in conceptual models or need an early assessment of any existing phenomena. Others (Hair et al., 2017a; Hwang et al., 2020; Sarstedt et al., 2017) reported that the SMART - PLS is a two-step equation that accounts for two assessments: the inner model analysis and the outer model assessment. The first phase in SMART - PLS, is estimating the model's reliability and validity for each construct; the second step is analyzing the structural model results, which is required to evaluate the hypotheses.

The SMART -PLS is chosen over multiple regression because it dynamically handles many equations and can obtain findings by producing a relationship with all direct and intervening phenomena.

The Two-Step Equation that Accounts for Two Assessments in SMART – PLS:

1. **The Measurement Model:** It is the component of the structural equation model that deals with the study variables and their indicators, identifying the links between observed variables (indicators or questions) and unobserved (latent) variables, as well as describing the study's validity and reliability. Variables that have been observed Measurement Model analysis Convergent Validity refers to the degree to which the items used to measure a concept are consistent with each other. Convergent validity is estimated using three criteria (Hair et al., 2017a; Hwang et al., 2020; Sarstedt et al., 2017):

- a. Factor Loading
- b. Composite Reliability (CR)
- c. Average Variance Extracted (AVE).

2. **The structural model** (the internal model): It is the internal model that shows the causal relationships that exist between the variables of the study, as it shows the nature of the relationship between the independent and dependent factors, as well as the impact ratio and the interpretation coefficient for each of the independent factors in the dependent factor. Through the results of the structural model, the results of the study hypotheses and the value and indication of the relationships (positive or negative) can be clarified.

Based on the basic stages of statistical analysis through the (SEM-PLS) program, the data analysis were carried out in two stages in order to ensure first that the collected data has passed the criteria of the Measurement Model, and secondly, the Structural Model is evaluated in order to achieve the objectives of this study.

4.2. Reliability Analysis

This method was used to measure the reliability of the questionnaire between each field and the mean of the whole fields of the questionnaire. The normal range of Cronbach's coefficient alpha value between 0.0 and + 1.0 (Richard and Anita, 2008), and the higher values reflect a higher degree of internal consistency. Oluseun & Oluwatoyin (2008) state that the reliability of an investigation is satisfying if another researcher can conduct the same research and draw the same conclusions. This means that reliability is the consistency of the results achieved from the instrument used in the research. Moreover, the reliability is realized when the same research process is repeated and results produced are within the previously specified confidence limits. Therefore, in order to test the reliability of the questions asked for this research, and to ensure the findings of this research the Cronbach Alpha and the significance level were used.

The result from the validity test shows Cronbach Alpha to be above 0.866 on the average of all variables considered, which is above the required 0.7 mark (acceptable) and above the value of 0.8 (preferable) (Pallant, 2007), whereas, the level of confidence of 95% is used.

Thereby, it can be said that the researcher proved that the questionnaire was valid, reliable, and the questionnaires were analyzed by using the Cronbach Alpha technique using SMART - PLS V3. The Cronbach's coefficient alpha was calculated for each field of the questionnaire.

Table (4.2) shows the values of Cronbach's Alpha for each field of the questionnaire and the entire questionnaire. For the fields, values of Cronbach's Alpha were in the range of

0.833 and 0.883. This range was considered high; the result ensured the reliability of each field of the questionnaire. Cronbach's Alpha equals 0.883 for the entire questionnaire which indicated excellent reliability of the entire questionnaire.

Table 4.2: Reliability analysis

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Direction	0.866	0.868	0.869	0.600
Purpose, vision and strategy	0.859	0.86	0.864	0.710
Organizational Culture & Leadership	0.833	0.841	0.844	0.633
Execution	0.883	0.884	0.884	0.535
Engaging Stakeholders	0.871	0.872	0.873	0.681
Creating sustainable value	0.872	0.873	0.874	0.703
Driving performance & transformation	0.880	0.882	0.881	0.725

Furthermore, the value of CR was also measured to check the reliability of constructs. The results show that all the values of CR are greater than 0.7. The results of CR indicates that the model possesses acceptable level of reliability (Chin, 2010; Hair et al., 2011). The AVE values of the latent variables were also computed and reflected in Table (4.2). The AVE value for all values are greater than 0.5 which shows that there exists acceptable level of convergent validity (Chin 2010; Hair et al., 2017).

4.3. Factor Loadings

Statistical validity of the questionnaire indicates the degree to which an instrument measures what it is supposed to be measuring (Poitl, 1985). Validity has a number of different aspects and assessment approaches. To assure the validity of the questionnaire, two statistical tests should be applied.

The first test is the Criterion-related validity test which measure the Measurement Model between each paragraph in one field and the whole field. The second test was the structure validity test (**The Factor Loadings**) that used to test the validity of the questionnaire structure by testing the validity of each field and the validity of the whole questionnaire. It measures the Factor Loadings between one field and all the fields of the questionnaire that have the same level. The **Figure PLS Path Model and tables in Appendix B** clarified the Factor Loadings for each paragraph of each field and the total of the field. The value for factor loading should be more than 0.7 for acceptance (Ringle et al., 2015; Hair et al., 2017; Chin., 2010).

The results in Figure 4.1 and Figure 4.2 show that values for paragraph #2.3, #2.4, #4.1, and #4.17 are 0.685, 0.567, 0.690 and 0.615, respectively. These values can be dropped for the sake of getting improvement in final results, so the fields were valid to measure what it was set for to achieve the main aim of the study.

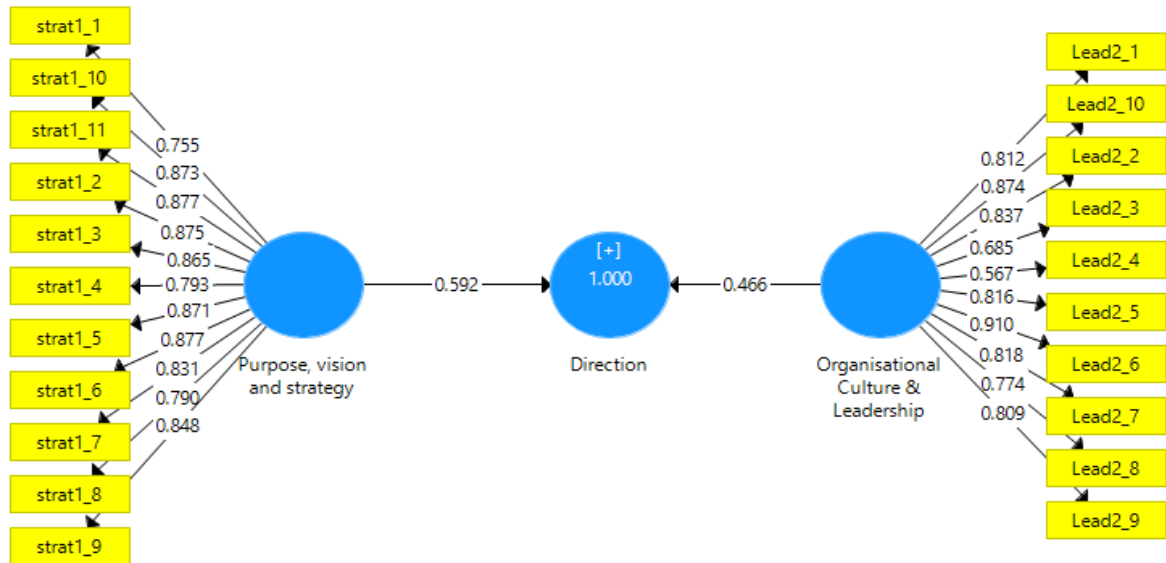


FIGURE (4.1): THE PLS PATH MODEL DIRECTION

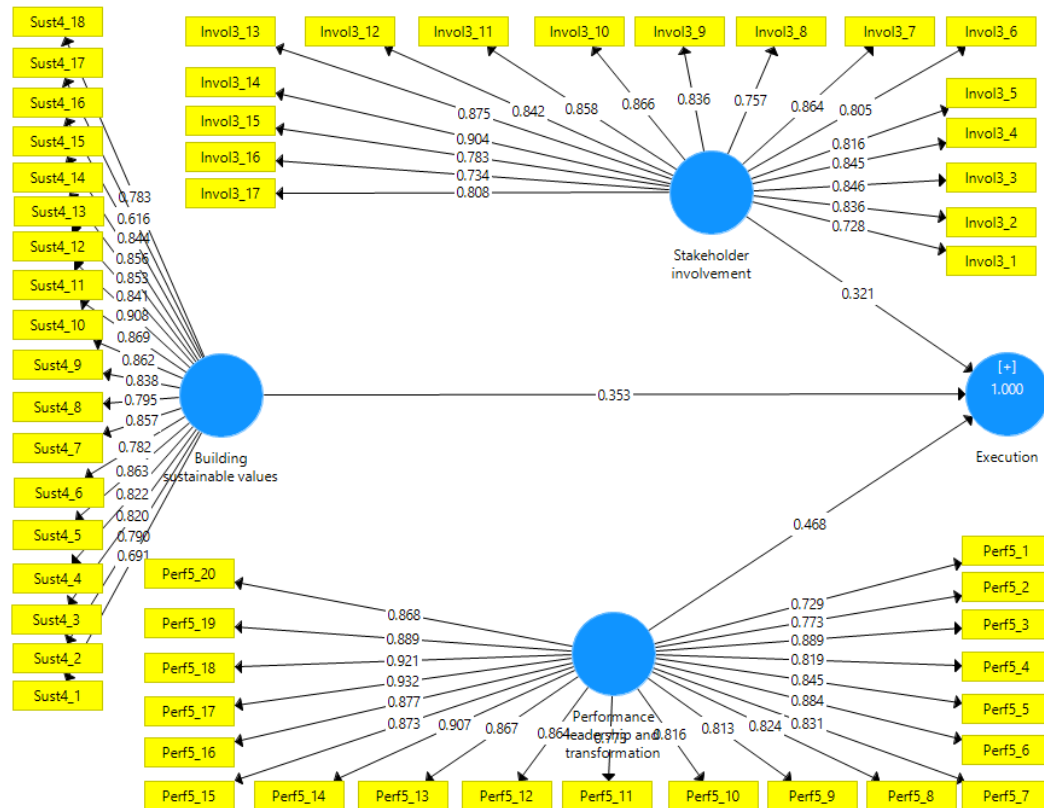


FIGURE (4.2): THE PLS PATH MODEL EXECUTION

4.4 Discriminant Validity

To assess the extent to which each and every latent variable was distinct from other constructs, Fornell- Larcker criterion was used to verify and confirm discriminant validity (Chin 2010; Hair et al. 2017). The results of this criterion are shown in Tables (4.3, 4.4).

The diagonal values should be less than non-diagonal values in order to have discriminant validity. The results show that all the values at diagonal; are greater than non-diagonal values; it means that no issue is found regarding discriminant validity in the model.

TABLE 4.3: FORNELL-LARCKER CRITERION OF DIRECTION

	Organisational Culture & Leadership	Purpose, vision and strategy
Organizational Culture & Leadership	0.796	
Purpose, vision and strategy	0.781	0.842

TABLE 4.4: FORNELL-LARCKER CRITERION OF EXECUTION

	Creating sustainable value	Driving performance & transformation	Engaging Stakeholders
Creating sustainable value	0.839		
Driving performance & transformation	0.708	0.851	
Engaging Stakeholders	0.510	0.677	0.825

4.5. Analysis of Research Questions:

In this section, respondents' demographic characteristics are analyzed using the descriptive statistics of frequencies and percentages. Moreover, using means and standard deviations in order to analyze a five-point Likert scale for the EFQM factors, in addition, the percentage degree of implementation (DOI) was calculated for each of the items by dividing the mean by the maximum possible rate on the five-point Likert-type response format, in this case, 5, and finally Degree of Agreement (DOA), the researcher used the range of Likert scale to describe the agreement on each item in the survey, as shown in the table below.

TABLE 4.5: SCORING RANGE OF LIKERT SCALE

Range	Description of Range
1.00-1.80	Very Low
1.81-2.60	Low
2.61-3.40	Medium
3.41-4.20	High
4.21-5.00	Very High

4.6. Research Questions:

Q1: What is the extent of implementing the EFQM's criteria by the GPC?

To answer this question the researcher prepared 76 statements for Concept in (Direction, and Execution).

Table 4.6 highlight that the total degree of Implementing EFQM Model in the General Personnel Council is Medium, with a mean score of 3.1 and a percentage of implementation of 62.0%, the Direction is the higher average score with a mean score of

3.4 and a percentage of implementation of 68.4 %, followed by Execution with a mean score of 2.8 and a percentage of implementation of 56.7%.

In order to get further details about EFQM implementation according to these results, the level of Organizational Culture & Leadership implementation has the highest average score with 3.6 and a percentage of implementation of 72.0%, compared to other constructs, followed by Purpose, vision and strategy with a mean score of 3.2 and a percentage of implementation of 64.7%. Followed by Driving performance & transformation with a mean score of 3.0 and a percentage of implementation of 60.0 %, followed by Creating sustainable value with a mean score of 2.9 and a percentage of implementation of 58.0% , Engaging Stakeholders has the lowest mean score of 2.6 and a percentage of implementation of 52.0 %.

TABLE 4.6: DEGREE OF IMPLEMENTATION AND EFQM SCORES BY TYPE OF SECTIONS

	Sections	Mean	SD	% DOI	DOA
1	Purpose, vision and strategy	3.2	0.72	0.647	Medium
2	Organizational Culture & Leadership	3.6	0.58	0.720	High
	Direction	3.4	0.7	0.684	High
3	Engaging Stakeholders	2.6	0.43	0.520	Low
4	Creating sustainable value	2.9	0.46	0.580	Medium
5	Driving performance & transformation	3.0	0.58	0.600	Medium
	Execution	2.8	0.5	0.567	Medium
	All item	3.1	0.55	0.620	Medium

Q2: What is the extent of implementing the EFQM's Direction criteria (Purpose, vision and strategy, and Organizational Culture & Leadership) by the GPC?

To answer this question the researcher prepared 19 statements to assess the readiness level of implementing the Direction by GPC employees.

Dimension 1: Purpose, vision and strategy

To answer this question the researcher prepared 11 statements, these statements were subjected to the views of the respondents, and the outcomes of the analysis were shown in **Table (4.7)**.

The researcher noted, the overall Degree of implementation of Purpose, vision and strategy with a mean score of 3.2 and a percentage of implementation of 64.7% , and statement No. 5 got the highest mean score (3.7).” The (GPC) develops and updates its goals, vision and strategy regularly”. It is constructed by analyzing the cabinet's internal and external environments with the participation of stakeholders, an accurate understanding of the current needs of the beneficiaries, anticipating their future needs, and regularly updating the goals, vision, and strategy, which is a reference framework for all its activities, programs of public administrations and units in cabinet. That is consistent with the Palestinian government's direction in managing the planning process within state institutions, which was issued in 2009 under the motto "Ending the Occupation and Establishing the State." In 2016, the Palestinian government issued the National Policy Agenda 2017-2022 as the highest political document that outlines the Palestinian national vision, priorities, and policies. Concepts of goals, vision and strategic objectives are communicated to all employees in the GPC and their awareness and consciousness of these concepts are evaluated.

On phrase No. 9, “The goals, vision and strategic objectives are approved based on the internal performance indicators of the departments and units”, the lowest mean score of 2.6 and a percentage of implementation of 52.0%, which is low. Regardless, the cabinet needs more preparedness and work on communicating concepts, aims, vision, and strategic objectives to all cabinet employees. Assessing their level of awareness and comprehension of these concepts requires more work to fulfill the institution's vision and objectives, which requires a common understanding of these concepts.

TABLE 4.7: DESCRIPTIVE STATISTICS AND DEGREE OF IMPLEMENTATION OF PURPOSE, VISION AND STRATEGY IMPLEMENTATION BY STATEMENTS

<i>NO</i>	<i>Statements</i>	<i>M</i>	<i>SD</i>	<i>% DOI</i>	<i>DOA</i>
1	The mission and strategic objectives of the Bureau are based on the analysis of the internal and external environment for the (GPC).	3.6	0.79	0.720	High
2	The vision and strategy of the (GPC) are based on an accurate understanding of the current needs of the beneficiaries and anticipating their future needs.	3.4	0.90	0.679	High
3	Engage the Bureau concerned with effectively formulating the goals, vision and strategic objectives.	3.4	0.93	0.687	High
4	The goals, vision and strategy are disseminated by various appropriate means (electronic and paper).	3.5	1.05	0.696	High
5	The (GPC) develops and updates its goals, vision and strategy regularly.	3.7	0.98	0.740	High
6	The vision and strategy of the (GPC) is a frame of reference for all its activities and programs.	2.8	1.16	0.550	Medium

7	Potential strategic alternatives are analyzed to provide additional financial resources to achieve the goals, vision and strategy for the (GPC).	2.9	0.96	0.580	Medium
8	The Bureau relies on data, information, and achievement indicators in achieving its vision and strategy.	3.3	0.84	0.659	Medium
9	The goals, vision and strategic objectives are approved based on the internal performance indicators of the departments and units.	2.6	0.93	0.520	Low
10	Concepts of goals, vision and strategic objectives are communicated to all employees in the GPC and their awareness and consciousness of these concepts are evaluated.	3.2	0.89	0.649	Medium
11	Policy and strategy are periodically evaluated by where feasibility and efficacy.	3.2	0.98	0.647	Medium
Overall Average		3.2	0.72	0.647	Medium

Dimension 2: Organizational Culture & Leadership

To answer this question the researcher set 8 statements, these statements were subjected to the views of the respondents, and the outcomes of the analysis were shown in **Table (4.8)**.

The researcher observed, the overall The organizational Culture & Leadership axis had a relative with a mean score of 3.6 and a percentage of implementation of 72.0%, while phrase No. 10 “The leadership of the GPC seeks to enhance standards of governance, transparency and integrity in managing operations within the Bureau “ and phrase No. 1

” The (GPC) leadership is considered a role model for subordinates in terms of behavior and high morals” is the highest levels of implementation with 86.0% and 84.0%, respectively, followed by phrase No. 5 “The (GPC) leadership seeks to consolidate a culture of excellence, creativity and innovation in the institutional culture” had mean score of 3.7 and a percentage of implementation of 74.0%. These results indicate that the cabinet leadership emphasizes the importance of and focuses on improving Organizational Culture applying ethical practices with clear vision and strategic objectives. Nonetheless, phrase No. 7 “The (GPC) leadership sets mechanisms to motivate employees to participate in activities and events that serve the community”, the lowest mean score of 2.9 and a percentage of implementation of 58.2%, which is Medium. This result indicate that the cabinet needs more activation and work on communicating concepts.

TABLE 4.8: DESCRIPTIVE STATISTICS AND DEGREE OF IMPLEMENTATION OF ORGANIZATIONAL CULTURE & LEADERSHIP BY STATEMENTS

<i>NO</i>	<i>Statements</i>	<i>M</i>	<i>SD</i>	<i>% DOI</i>	<i>DOA</i>
1	The (GPC) leadership is considered a role model for subordinates in terms of behavior and high morals.	4.2	0.93	0.840	Very High
2	The leadership of the (GPC) actively participates in the development, review and improvement of the systems and procedures in the (GPC).	3.2	1.03	0.639	Medium
3	The (GPC) leadership works to communicate effectively with employees and meet their needs.	2.3	1.14		<i>Delete</i>

4	The (GPC) leadership adopts values and ethics systems. Thus, it is considered a role model for the culture of excellence in the (GPC).	2.8	1.10		<i>Delete</i>
5	The (GPC) leadership seeks to consolidate a culture of excellence, creativity and innovation in the institutional culture.	3.7	0.98	0.740	High
6	The (GPC) leadership appreciates and appropriately praises the efforts of employees.	3.2	1.05	0.640	Medium
7	The (GPC) leadership sets mechanisms to motivate employees to participate in activities and events that serve the community.	2.9	1.01	0.582	Medium
8	The (GPC) leadership focuses on employing technological resources in the various stages of work.	3.5	1.04	0.700	High
9	The (GPC) leadership provides a stimulating environment for various research activities.	3.6	0.96	0.720	High
10	The leadership of the GPC seeks to enhance standards of governance, transparency and integrity in managing operations within the Bureau.	4.3	1.08	0.860	Very High
Overall Average		3.6	0.58	0.720	High

Q3: What is the extent of implementing the EFQM's Execution criteria (engaging stakeholders, creating sustainable value, and driving performance & transformation) by the GPC?

Dimension 3: Engaging Stakeholders

To answer this question the researcher set 17 statements, these statements were subjected to the views of the respondents, and the outcomes of the analysis were shown in **Table (4.9)**

The researcher noted, the overall the stakeholder engagement axis achieved a mean score of 2.6 and a percentage of implementation of 52.0%.

The phrase No. 4, which refers to “The (GPC) works in partnership with local community institutions, ministries and concerned parties in developing its vision and mission”, and phrase No. 10 “the senior management of the (GPC) encourages initiatives from employees to improve the internal work environment”, got the highest mean score 3.1 and a percentage of implementation of 62.0%.

Nonetheless, as illustrated in Table (4.9). More organization is required to participation of groups representing employees from relevant institutions in the development of their human resource policies, strategies, and plans by holding specialized meetings in the job formations table to discuss job needs on an annual basis that contributes to meeting the daily communication requirements with internal and external employees.

TABLE 4.9: DESCRIPTIVE STATISTICS AND DEGREE OF IMPLEMENTATION OF ENGAGING STAKEHOLDERS BY STATEMENTS

<i>NO</i>	<i>Statements</i>	<i>M</i>	<i>SD</i>	<i>% DOI</i>	<i>DOA</i>
1	The (GPC) adopts the positive ideas and contributions submitted by the stakeholders (internal and external).	3.0	1.08	0.607	Medium
2	The (GPC) involves the stakeholders while developing plans for the	2.6	1.18	0.513	Low

	development of the Bureau in accordance with its strategy.				
3	The main objectives of the (GPC) are set and developed according to the suggestions of stakeholders.	2.7	1.20	0.535	Medium
4	The (GPC) works in partnership with local community institutions, ministries and concerned parties in developing its vision and mission.	3.1	0.96	0.620	Medium
5	Stakeholders are involved in developing the organizational structure to implement policies and strategic objectives.	2.8	1.31	0.556	Medium
6	Representative groups of employees from relevant institutions are involved in developing their own human resource policies, strategies and plans.	2.3	1.16	0.470	Low
7	The needs and expectations of stakeholders in the short and long term are considered.	2.4	1.15	0.482	Low
8	The (GPC) policy and strategy are communicated appropriately to all employees and other stakeholders.	2.5	1.22	0.502	Low
9	Senior management supports systems of governances Laws, rules and standards that define the relationship with stakeholders.	2.4	1.08	0.480	Low
10	The senior management of the (GPC) encourages initiatives from employees to improve the Bureau's internal work environment.	3.1	0.79	0.620	Medium
11	Senior management supports empowering managers and employees in	2.8	1.16	0.550	Medium

	the office to manage the transformation and change process.				
12	Senior management in the (GPC) engages staff before and during planning in order to carry out major change processes.	2.4	1.22	0.480	Low
13	New courses are promoted and new and old employees are fairly involved.	2.9	0.96	0.580	Medium
14	Daily communication requirements with internal and external employees are met and appropriate means are provided for this.	2.6	1.11	0.517	Low
15	Employees are encouraged and supported to participate in conferences, meetings and other related activities fairly and professionally	2.4	0.67	0.480	Low
16	Mutual learning and development are supported with partners.	2.3	1.15	0.480	Low
17	Individuals and work teams are supported and encouraged to provide improvement proposals and initiatives.	2.4	1.12	0.473	Low
	Overall Average	2.6	0.43	0.520	Low

Dimension 4: Creating sustainable value:

To answer this question the researcher set 16 statements, these statements were subjected to the views of the respondents, and the outcomes of the analysis were shown in **Table (4.10)**

The researcher noted, the overall of creating sustainable values achieved a mean score of 2.9 and a percentage of implementation of 58.0%. Phrase No. 18, which refers to the use of new, innovative, and environmentally friendly technology, is the higher average score

with a mean score of 3.3 and a percentage of implementation of 66.0 %, followed by Phrases that talk about Senior management recognizes and appreciates the efforts of individuals and teams work at all administrative levels in the (GPC) in a timely and appropriate manner. Senior management also encourages and supports equality and diversity in obtaining opportunities to develop the career path of employees in all of its aspects (Equal opportunity) for all employees with a mean score of 3.2 and a percentage of implementation of 64.0 %.

contributes to the health, safety, and security of information, as well as improving and utilizing it in the development of new courses and services. That encourages the cabinet's senior management to organize activities such as conferences and workshops to support and develop the principles of excellence and creativity.

The cabinet needs to work on a myriad of situations, including drafting contingency plans and examining risks and possibilities, diverse and create techniques and indicators to assess the health and environmental risks that cabinet employees may face, and working to explain the motives for making the change process to all stakeholders

TABLE 4.10: DESCRIPTIVE STATISTICS AND DEGREE OF IMPLEMENTATION OF CREATING SUSTAINABLE VALUE BY STATEMENTS

<i>NO</i>	<i>Statements</i>	<i>M</i>	<i>SD</i>	<i>DOI</i>	<i>DOA</i>
1	Programs and activities are developed within the plans of the (GPC) to achieve sustainable development goals.	2.8	1.16		<i>Delete</i>
2	Indicators are available to measure the health and environmental risks that	3.0	1.13	0.600	Medium

<i>NO</i>	<i>Statements</i>	<i>M</i>	<i>SD</i>	<i>DOI</i>	<i>DOA</i>
	employees of the Bureau may be exposed to.				
3	Human Resources policies, strategies and plans are developed regularly.	3.0	1.12	0.600	Medium
4	Staff development and training plans are prepared to ensure the current and future needs of the (GPC) are met.	2.9	1.12	0.571	Medium
5	New courses and services are designed and developed for employees in order to provide job needs as appropriate.	2.6	1.11	0.517	Low
6	The senior management in the (GPC) encourages the establishment of activities such as conferences and workshops that support and encourage the concepts of excellence and creativity.	2.8	1.08	0.557	Medium
7	The needs of the (GPC) are proactively balanced and managed in the recruitment and/or career development processes in the short and long term.	2.9	1.00	0.588	Medium
8	Contingency plans, risk analysis and scenarios are developed to address future risks.	2.4	1.08	0.480	Low
9	Senior management appreciates the efforts of individuals and teams working at all administrative levels in the (GPC) in a timely and appropriate manner.	3.2	1.08	0.640	Medium
10	Senior management encourages and supports equality and diversity in obtaining opportunities to develop the career path of	3.2	1.04	0.640	Medium

<i>NO</i>	<i>Statements</i>	<i>M</i>	<i>SD</i>	<i>DOI</i>	<i>DOA</i>
	employees in all its aspects (Equal opportunity) for all employees.				
11	Senior management is working to explain the motives for making the change process to all stakeholders.	2.2	1.08	0.440	Low
12	Senior management secures needs and materials to support the orderly implementation of the change process.	3.1	1.16	0.620	Medium
13	Vertical and horizontal communication channels are used and evaluated orderly and efficiently..	3.2	1.08	0.640	Medium
14	The validity, integrity and security of the information are verified and improved.	3.0	1.13	0.600	Medium
15	Innovative and environmentally friendly technology is identified and used in the work of the (GPC).	3.0	1.08	0.600	Medium
16	Employees are encouraged to work in a team spirit and share their experiences and gained skills.	2.3	1.08	0.460	Low
17	Electronic communications are used to reduce and recycle waste.	2.9	1.07		<i>Delete</i>
18	New technology is used and utilized in planning new courses and services.	3.3	1.06	0.660	Medium
	Overall Average	2.9	0.46	0.580	Medium

Dimension 5: Driving performance & transformation:

To answer this question the researcher set 20 statements, these statements were subjected to the views of the respondents, and the outcomes of the analysis were shown in **Table (4.11)**

The researcher noted, the overall Driving performance & transformation achieved a mean score of 3.0 and a percentage of implementation of 60.0%. Phrase No. 12 refers to “the information and communication technology used to support and improve effective operation, which contributes to supporting internal communication and the exchange of information and knowledge” is the higher average score with a mean score of 3.8 and a percentage of implementation of 76.0 %, followed by Phrase No. 8 refers to “ The effectiveness of the performance of employees are evaluated to improve their effectiveness and meeting the demands of leadership in the future”, with a mean score of 3.7 and a percentage of implementation of 74.0 %.

The cabinet needs to work on a myriad of situations, including that is to develop, guide, and train individuals and help them use their full potential through using innovative methodologies such as flexible work teams and high-performance work teams to improve the way they work. Employees and stakeholders (internal and external) with creative and inventive skills are encouraged to make significant improvements and adjustments.

TABLE 4.11: DESCRIPTIVE STATISTICS AND DEGREE OF IMPLEMENTATION OF DRIVING PERFORMANCE & TRANSFORMATION BY STATEMENTS

<i>NO</i>	<i>Statements</i>	<i>M</i>	<i>SD</i>	<i>DOI</i>	<i>DOA</i>
1	Indicators are available to monitor the current status of the (GPC) performance and ensure its improvement.	3.0	1.00	0.591	Medium
2	The (GPC) preserves its buildings and equipment and maintains them regularly.	2.2	1.07	0.440	Low
3	The capabilities and knowledge of individuals are identified, categorized and matched with the needs of the (GPC).	2.7	0.82	0.540	Medium

<i>NO</i>	<i>Statements</i>	<i>M</i>	<i>SD</i>	<i>DOI</i>	<i>DOA</i>
4	A framework is established to define and design the key processes that will support the communication of the (GPC) policy and strategy to all relevant parties.	3.0	1.02	0.603	Medium
5	Senior management develops mechanisms to improve the management of operations in the (GPC).	3.1	0.85	0.616	Medium
6	The Human Resources plans and structure of the Bureau are aligned with the framework of the main operations.	3.3	0.99	0.655	Medium
7	People are developed, mentored and trained to help them reach their full potential.	3.0	0.81	0.599	Medium
8	The effectiveness of the performance of employees are evaluated to improve their effectiveness and meeting the demands of leadership in the future.	3.7	0.98	0.740	High
9	The employees of the (GPC) shall receive the necessary encouragement, assistance, and support to implement their plans of action that will benefit them and the public institution.	3.0	1.16	0.596	Medium
10	Innovative methodologies such as agile teams and high - performance teams are used to improve how we work	2.8	1.16	0.554	Medium
11	ICT is used to support and improve the effective operation of the (GPC).	3.0	1.15	0.590	Medium
12	Information technology is used to support internal communication and exchange information and knowledge.	3.8	1.08	0.760	High

<i>NO</i>	<i>Statements</i>	<i>M</i>	<i>SD</i>	<i>DOI</i>	<i>DOA</i>
13	Existing technology is exploited to its full potential to support the improvement and development activities of the (GPC) and its employees.	2.9	1.16	0.571	Medium
14	It is ensured that the human cadre is trained to operate the new or changed processes prior to implementation.	3.1	1.23	0.611	Medium
15	According to prioritization, opportunities for improvement and other incremental and innovative changes are identified.	3.1	1.05	0.611	Medium
16	Employees and stakeholders (internal and external) who have creative and innovative talents are motivated to help bring about incremental and innovative improvements.	3.0	1.10	0.610	Medium
17	Creative thinking is encouraged within the (GPC) through the use of relevant information and knowledge resources.	2.4	1.08	0.480	Low
18	Employees are encouraged to acquire, increase and use knowledge effectively.	3.1	1.14	0.628	Medium
19	An information and knowledge management strategy that supports the (GPC) policies and strategies is developed.	3.4	1.06	0.672	Medium
20	Opportunities that stimulate participation and support creative and innovative behavior are provided among all employees at the various administrative levels in the Bureau.	2.7	1.09	0.540	Medium
	Overall Average	3.0	0.58	0.600	Medium

Chapter Five: Conclusion and Recommendations

5.1 Overview

This chapter summarizes the conclusions of the study, provides recommendations to interested parties, and finally gives some directions for future researchers.

5.2 Conclusions

As this study is considered the first of its kind to study EFQM 2020 implementation in GPC at Palestine the results of current study might not be compared with the findings of existing studies of EFQM 2020 implementation.

The main arguments of this study were to investigate the extent of EFQM implementation in GPC, The researcher based his argument on the EFQM 2020 which deals with five criteria of Enablers (1. Purpose, vision, and strategy, 2. Organizational culture and Leadership, 3. Engaging Partners, 4. Creating sustainable value, 5. Driving performance & Transformation)

The research shows that the General Personnel Council aims to develop and update its goals, vision and strategy regularly at the highest level possible. However, the approval of the goals, the vision and the strategic objectives is not based on the department's internal performance indicators, which has shown to be at the lowest mean scores. At the same time, the cabinet's staff in consolidating a culture of excellence, creativity and innovation and in enhancing standards of governance, transparency and integrity in managing the operations within the GPC is at a high level.

The cabinet needs more preparedness and work on communicating concepts, aims, vision, and strategic objectives to all cabinet employees. Assessing their level of awareness and comprehension of these concepts requires more work to fulfill the institution's vision and objectives, which requires a common understanding of these concepts.

The research shows that the cabinet leadership emphasizes the importance of and focuses on improving Organizational Culture applying ethical practices with clear vision and strategic objectives. That means; that the cabinet needs more activation and work on communicating concepts. More organization is required to participation of groups representing employees from relevant institutions in the development of their human resource policies, strategies, and plans by holding specialized meetings in the job formations table to discuss job needs on an annual basis that contributes to meeting the daily communication requirements with internal and external employees. On the other hand, the works in partnership with the local communities in developing its vision and mission is at a Medium average score. While the mutual learning and development supported by the partners is at the lowest mean score. This result indicates that the cabinet needs more activation and work on communicating concepts.

The research findings concluded that the use of the new innovative and environmentally friendly technology contributes to the health, safety and security of the information, and helps to improve and utilize the development of new courses and services. However, the absence of quality procedures has been noticed.

There is clear evidence that top management is committed to long-term quality through providing role models and a comprehensive policy. The management is also committed to promoting quality awareness and establishing the elements of a quality management structure. At the same time, it is quite clear that the process of improvement is ongoing, thus creating a culture of continuous process improvement by using quality tools (systematic approach to problem identification and solving).

Creating equal opportunities to all employees is the ethos of the GPC. Individuals and teams at all administrative level work in a timely and appropriate manner in order to encourage and support equality and diversity so as to develop the career path of all employees.

As a conclusion; the cabinet needs to work on a myriad of situations, including drafting contingency plans and examining risks and possibilities, diverse and create techniques and indicators to assess the health and environmental risks that cabinet employees may face, and working to explain the motives for making the change process to all stakeholders.

5.3 Recommendation

In order to delimit the limitations of this study, future research studies should be carried out, which cover excellence in service provision by government sectors to establish the impact of excellence implementation on government sectors. Moreover, more studies should be implemented in service provision by government sectors in the whole country not only located in Ramallah. Also, it will be of great benefit to study the impact of excellence implementation on government sectors using qualitative research.

In light of the study results, the researcher suggested several recommendations according to the achieved objectives of this research as mentioned earlier, the recommendations are as follow:

5.4.1. For the Palestinian Government

1. The need for the Palestinian government to develop and strengthen criteria for measuring indicators of progress towards excellence in service provision in the governmental sectors through the practical implementation for the launched Palestinian Excellence Government Program (PEGP) in 2019, based on the European Excellence Model EFQM as an initial step to conduct a self-assessment in the government sector, which may increase interest in the model standards and direct efforts to improve performance and services provided to citizens, with the adoption of continuous improvement.

2. To enhance the level of knowledge for all employees about the launched Palestinian Excellence Government Program models which are based on the European Excellence Model EFQM by conducting training sessions and workshops on Excellence Models.

5.4.2. For the General Personnel Council (GPC)

Based on the study results that show the absence of the quality procedures, and in light of the situation in which the General Personnel Council (GPC) is the only responsible party on Personnel Affairs at the state level, it is a necessity to create a general administration or a specialized unit in quality procedures based on the following recommended mechanisms:

1. The commitment of top management to long-term quality and involvement is demonstrated by providing role models, developing a clear mission and defining quality values (strategic quality planning), developing a comprehensive policy and goal-setting and planning process, Promoting quality awareness, and establishing the elements of a quality management structure.
2. Employee participation and empowerment to satisfy the organization's expectations, employees must be actively involved in the GPC vision, values, and quality goals. Increasing employee's empowerment through training and education, as well as active middle management responsibilities.
3. Process improvement is ongoing. Creating a culture of continuous process improvement stressing management by facts using quality tools (systematic approach to problem identification and solving).
4. Importance of external employee's focus and understanding the internal employees needs improvement.
5. Selecting reasonably few dependable suppliers based on evaluation of their capability and commitment to product and service quality.

6. Having systems for measuring key indicators for excellence that impact the way the GPC adds value to Stakeholders perceptions by using surveys.
7. The cabinet needs to work on a myriad of situations, including drafting contingency plans and examining risks and possibilities, diverse and create techniques and indicators to assess the health and environmental risks that cabinet employees may face, and working to explain the motives for making the change process to all stakeholders Creating equal opportunities to all employees is the ethos of the GPC.
8. Individuals and teams at all administrative level work in a timely and appropriate manner in order to encourage and support equality and diversity so as to develop the career path of all employees.

5.4 Limitations of the Study

This study is considered the first study of degree of implementation of the excellence management practices of Palestinian General Personnel Council (GPC) according to the European Excellence Model (EFQM 2020). Therefore, it should be considered as a base test of EFQM 2020 implementation in Palestine. Many limitations are acknowledged in the design, plan, and execution of this study. These limitations need to be considered when interpreting the results of this research. The major limitations of this study were that the design of the study was based on cross-sectional research, which means that the data were only collected once in the same era of time. The researcher was unable to collect longitudinal data due to constraints related to cost and time. Cross-sectional researches do not allow the researcher to evaluate the impact and change in organizations' performance due to EFQM implementation. Therefore, in future studies longitudinal data

should be collected to better evaluate the impact of degree of implementation of the excellence in service provision in government sectors.

Employee awareness may consider another limitation since Employees are not familiar with adopting EFQM 2020, this made the researcher make a lot of unstructured interviews to explain what Excellence Management and what the EFQM 2020 are.

Another limitation of this study is the lack of studies which are related to adopting EFQM 2020 in Palestine and has limited in comparing the results of this research.

Another limitations or problems that cannot be avoided by the researcher throughout the research are the time constraint factor. Time constraint includes the time for the researcher to collect the research data from the respondents, especially during Corona pandemic because the employees did not work daily.

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Appendixes

Appendix A: Questionnaire-English



Master's Program in Quality Management

Questionnaire to study the Implementing of the European Excellence Model EFQM 2020

The researcher, who is currently enrolled in the Master's Program in Quality Management at the Arab American University / Ramallah Branch, is conducting a study entitled The Reality of Applying the European Excellence Model **EFQM**. This is one of the requirements for obtaining a master's degree, and this research aims to explore the extent reality Application of the European Excellence Model EFQM According to each of the following axes:-

1. The first axis (Direction): It includes two main criteria: the Purpose, vision, strategy, leadership and corporate culture.
2. The second axis (Execution): It includes Three main criteria: stakeholder involvement achieving sustainability at the highest value, managing performance and driving transformation.

Please answer the questions of this questionnaire carefully and cautiously, bearing in mind that the results of this study will be kept strictly confidential, and the data will be used for scientific research purposes. Note that filling out the questionnaire does not take more than 15 minutes.

Thank you, I really appreciate your help in furthering this research endeavor.

Researcher

Mohamed Daraghmeh

0599368182

m.mohammed1@student.aaup.edu

Part One: Personal data

Please answer the following questions by putting (√) in the appropriate Place

	Statement	Options
Q1	Gender	<input type="radio"/> Male <input type="radio"/> Female
Q2	Age	<input type="radio"/> Under 29 years old <input type="radio"/> 30 to 39 years old <input type="radio"/> 40 to 50 years old <input type="radio"/> over 51 years old
Q3	Educational Level	<input type="radio"/> High school <input type="radio"/> Intermediate Diploma <input type="radio"/> BSC Degree <input type="radio"/> Higher Diploma <input type="radio"/> Master Degree <input type="radio"/> PhD
Q4	Years of service in the (GPC)	<input type="radio"/> less than 5 years <input type="radio"/> 5 to 9 years <input type="radio"/> 10 to 14 years <input type="radio"/> 15 years and over
Q5	Position	<input type="radio"/> Division Head <input type="radio"/> Head of the Department <input type="radio"/> Director of the Department <input type="radio"/> Deputy General Manager <input type="radio"/> Director general
Q6	Number of Years of service in the current job title	<input type="radio"/> Less than 3 years <input type="radio"/> 3 to 6 years <input type="radio"/> 7 to 10 years <input type="radio"/> 11 years and over

SECTION TWO:**The second section: the axes of the questionnaire**

Please put the score that suits you (from the lowest 1 to the highest 5).

1	Purpose, vision and strategy	(1 to the highest 5)
1.1	The mission and strategic objectives of the Bureau are based on the analysis of the internal and external environment for the (GPC).	
1.2	The vision and strategy of the (GPC) are based on an accurate understanding of the current needs of the beneficiaries and anticipating their future needs.	
1.3	Engage the Bureau concerned with effectively formulating the goals, vision and strategic objectives.	
1.4	The goals, vision and strategy are disseminated by various appropriate means (electronic and paper).	
1.5	The (GPC) develops and updates its goals, vision and strategy regularly.	

1	Purpose, vision and strategy	(1 to the highest 5)
1.6	The vision and strategy of the (GPC) is a frame of reference for all its activities and programs.	
1.7	Potential strategic alternatives are analyzed to provide additional financial resources to achieve the goals, vision and strategy for the (GPC).	
1.8	The Bureau relies on data, information, and achievement indicators in achieving its vision and strategy.	
1.9	The goals, vision and strategic objectives are approved based on the internal performance indicators of the departments and units.	
1.10	Concepts of goals, vision and strategic objectives are communicated to all employees in the Bureau, and their awareness and consciousness of these concepts are evaluated.	
1.11	Policy and strategy are periodically evaluated by where feasibility and efficacy.	

2	Organizational Culture & Leadership	(1 to the highest 5)
2.1	The (GPC) leadership is considered a role model for subordinates in terms of behavior and high morals.	
2.2	The leadership of the Bureau actively participates in the development, review and improvement of the systems and procedures in the Bureau.	
2.3	The (GPC) leadership works to communicate effectively with employees and meet their needs.	
2.4	The (GPC) leadership adopts values and ethics systems. Thus, it is considered a role model for the culture of excellence in the (GPC).	
2.5	The (GPC) leadership seeks to consolidate a culture of excellence, creativity and innovation in the institutional culture.	
2.6	The (GPC) leadership appreciates and appropriately praises the efforts of employees.	
2.7	The (GPC) leadership sets mechanisms to motivate employees to participate in activities and events that serve the community.	
2.8	The (GPC) leadership focuses on employing technological resources in the various stages of work.	
2.9	The (GPC) leadership provides a stimulating environment for various research activities.	
2.10	The leadership of the Bureau seeks to enhance standards of governance, transparency and integrity in managing operations within the Bureau.	

3.0	Engaging Stakeholders	(1 to the highest 5)
3.1	The (GPC) adopts the positive ideas and contributions submitted by the stakeholders (internal and external).	
3.2	The (GPC) involves the stakeholders while developing plans for the development of the Bureau in accordance with its strategy.	
3.3	The main objectives of the (GPC) are set and developed according to the suggestions of stakeholders.	
3.4	The (GPC) works in partnership with local community institutions, ministries and concerned parties in developing its vision and mission.	
3.5	Stakeholders are involved in developing the organizational structure to implement policies and strategic objectives.	
3.6	Representative groups of employees from relevant institutions are involved in developing their own human resource policies, strategies and plans.	
3.7	The needs and expectations of stakeholders in the short and long term are considered.	
3.8	The Bureau's policy and strategy are communicated appropriately to all employees and other stakeholders.	
3.9	Senior management supports systems of governances Laws, rules and standards that define the relationship with stakeholders.	
3.10	The senior management of the (GPC) encourages initiatives from employees to improve the Bureau's internal work environment.	
3.11	Senior management supports empowering managers and employees in the office to manage the transformation and change process.	
3.12	Senior management in the bureau engages staff before and during planning in order to carry out major change processes.	
3.13	New courses are promoted and new and old employees are fairly involved.	
3.14	Daily communication requirements with internal and external employees are met and appropriate means are provided for this.	
3.15	Employees are encouraged and supported to participate in conferences, meetings and other related activities fairly and professionally	
3.16	Mutual learning and development are supported with partners.	
3.17	Individuals and work teams are supported and encouraged to provide improvement proposals and initiatives.	

4.0	Creating sustainable value	(1 to the highest 5)
4.1	Programs and activities are developed within the plans of the (GPC) to achieve sustainable development goals.	
4.2	Indicators are available to measure the health and environmental risks that employees of the Bureau may be exposed to.	
4.3	Human Resources policies, strategies and plans are developed regularly.	
4.4	Staff development and training plans are prepared to ensure the current and future needs of the (GPC) are met.	
4.5	New courses and services are designed and developed for employees in order to provide job needs as appropriate.	
4.6	The senior management in the (GPC) encourages the establishment of activities such as conferences and workshops that support and encourage the concepts of excellence and creativity.	
4.7	The needs of the (GPC) are proactively balanced and managed in the recruitment and/or career development processes in the short and long term.	
4.8	Contingency plans, risk analysis and scenarios are developed to address future risks.	
4.9	Senior management appreciates the efforts of individuals and teams working at all administrative levels in the (GPC) in a timely and appropriate manner.	
4.10	Senior management encourages and supports equality and diversity in obtaining opportunities to develop the career path of employees in all its aspects (Equal opportunity) for all employees.	
4.11	Senior management is working to explain the motives for making the change process to all stakeholders.	
4.12	Senior management secures needs and materials to support the orderly implementation of the change process.	
4.13	Vertical and horizontal communication channels are used and evaluated orderly and efficiently..	
4.14	The validity, integrity and security of the information are verified and improved.	
4.15	Innovative and environmentally friendly technology is identified and used in the work of the (GPC).	
4.16	Employees are encouraged to work in a team spirit and share their experiences and gained skills.	
4.17	Electronic communications are used to reduce and recycle waste.	
4.18	New technology is used and utilized in planning new courses and services.	

5.0	Driving performance & transformation	(1 to the highest 5)
5.1	Indicators are available to monitor the current status of the (GPC) performance and ensure its improvement.	
5.2	The (GPC) preserves its buildings and equipment and maintains them regularly.	
5.3	The capabilities and knowledge of individuals are identified, categorized and matched with the needs of the (GPC).	
5.4	A framework is established to define and design the key processes that will support the communication of the (GPC) policy and strategy to all relevant parties.	
5.5	Senior management develops mechanisms to improve the management of operations in the (GPC).	
5.6	The Human Resources plans and structure of the Bureau are aligned with the framework of the main operations.	
5.7	People are developed, mentored and trained to help them reach their full potential.	
5.8	The effectiveness of the performance of employees is evaluated to improve their effectiveness and meeting the demands of leadership in the future.	
5.9	The employees of the (GPC) shall receive the necessary encouragement, assistance, and support to implement their plans of action that will benefit them and the public institution.	
5.10	Innovative methodologies such as agile teams and high - performance teams are used to improve how we work	
5.11	ICT is used to support and improve the effective operation of the (GPC).	
5.12	Information technology is used to support internal communication and exchange information and knowledge.	
5.13	Existing technology is exploited to its full potential to support the improvement and development activities of the (GPC) and its employees.	
5.14	It is ensured that the human cadre is trained to operate the new or changed processes prior to implementation.	
5.15	According to prioritization, opportunities for improvement and other incremental and innovative changes are identified.	
5.16	Employees and stakeholders (internal and external) who have creative and innovative talents are motivated to help bring about incremental and innovative improvements.	
5.17	Creative thinking is encouraged within the (GPC) through the use of relevant information and knowledge resources.	
5.18	Employees are encouraged to acquire, increase and use knowledge effectively.	
5.19	An information and knowledge management strategy that supports the (GPC) policies and strategies is developed.	

5.0	Driving performance & transformation	(1 to the highest 5)
5.20	Opportunities that stimulate participation and support creative and innovative behavior are provided among all employees at the various administrative levels in the Bureau.	

Thank you

Appendix B: Factor Loading

Table (B.1): clarifies the Factor Loading for each item and Cronbach's α of the total of the field, so it can be said that the items of this field are consistent and valid to be measure what it was set for.

Factor (criteria)	Item (questions)	Mean	Std. Dev	Factor Loading	Cronbach's α	CR	AVE
1. Purpose, vision and strategy	1. The mission and strategic objectives of the Bureau are based on the analysis of the internal and external environment for the (GPC).	3.6	0.79	0.755	0.859	0.864	0.71
	2. The vision and strategy of the (GPC) are based on an accurate understanding of the current needs of the beneficiaries and anticipating their future needs.	3.4	0.90	0.874			
	3. Engage the Bureau concerned with effectively formulating the goals, vision and strategic objectives.	3.4	0.93	0.865			
	4. The goals, vision and strategy are disseminated by various appropriate means (electronic and paper).	3.5	1.05	0.792			
	5. The (GPC) develops and updates its goals, vision and strategy regularly.	3.7	0.98	0.871			
	6. The vision and strategy of the (GPC) is a frame of reference for all its activities and programs.	2.8	1.16	0.876			
	7. Potential strategic alternatives are analyzed to provide additional financial resources to achieve the goals, vision and strategy for the (GPC).	2.9	0.96	0.831			
	8. The Bureau relies on data, information, and achievement indicators in achieving its vision and strategy.	3.3	0.84	0.790			
	9. The goals, vision and strategic objectives are approved based on the internal performance indicators of the departments and units.	2.6	0.93	0.849			
	10. Concepts of goals, vision and strategic objectives are communicated to all employees in the Bureau, and their awareness and consciousness of these concepts are evaluated.	3.2	0.89	0.874			
	11. Policy and strategy are periodically evaluated by where feasibility and efficacy.	3.2	0.98	0.878			

Factor (criteria)	Item (questions)	Mean	Std. Dev	Factor Loading	Cronbach's α	CR	AVE
2 Organizational Culture & Leadership	1. The (GPC) leadership is considered a role model for subordinates in terms of behavior and high morals.	4.2	0.93	0.814	0.833	0.844	0.633
	2. The leadership of the Bureau actively participates in the development, review and improvement of the systems and procedures in the Bureau.	3.2	1.03	0.840			
	3. The (GPC) leadership works to communicate effectively with employees and meet their needs.	2.3	1.14	<i>Delete</i>			
	4. The (GPC) leadership adopts values and ethics systems. Thus, it is considered a role model for the culture of excellence in the (GPC).	2.8	1.10	<i>Delete</i>			
	5. The (GPC) leadership seeks to consolidate a culture of excellence, creativity and innovation in the institutional culture.	3.7	0.98	0.807			
	6. The (GPC) leadership appreciates and appropriately praises the efforts of employees.	3.2	1.05	0.912			
	7. The (GPC) leadership sets mechanisms to motivate employees to participate in activities and events that serve the community.	2.9	1.01	0.819			
	8. The (GPC) leadership focuses on employing technological resources in the various stages of work.	3.5	1.04	0.800			
	9. The (GPC) leadership provides a stimulating environment for various research activities.	3.6	0.96	0.821			
	10. The leadership of the Bureau seeks to enhance standards of governance, transparency and integrity in managing operations within the Bureau.	4.3	1.08	0.876			
Factor (criteria)	Item (questions)	Mean	Std. Dev	Factor Loading	Cronbach's α	CR	AVE
3. Engaging Stakeholders	1. The (GPC) adopts the positive ideas and contributions submitted by the stakeholders (internal and external).	3.0	1.08	0.728	0.871	0.873	0.681
	2. The (GPC) involves the stakeholders while developing plans for the development of the Bureau in accordance with its strategy.	2.6	1.18	0.836			

3.	The main objectives of the (GPC) are set and developed according to the suggestions of stakeholders.	2.7	1.20	0.847
4.	The (GPC) works in partnership with local community institutions, ministries and concerned parties in developing its vision and mission.	3.1	0.96	0.845
5.	Stakeholders are involved in developing the organizational structure to implement policies and strategic objectives.	2.8	1.31	0.816
6.	Representative groups of employees from relevant institutions are involved in developing their own human resource policies, strategies and plans.	2.3	1.16	0.805
7.	The needs and expectations of stakeholders in the short and long term are considered.	2.4	1.15	0.864
8.	The (GPC) policy and strategy are communicated appropriately to all employees and other stakeholders.	2.5	1.22	0.757
9.	Senior management supports systems of governances Laws, rules and standards that define the relationship with stakeholders.	2.4	1.08	0.836
10.	The senior management of the (GPC) encourages initiatives from employees to improve the Bureau's internal work environment.	3.1	0.79	0.866
11.	Senior management supports empowering managers and employees in the office to manage the transformation and change process.	2.8	1.16	0.859
12.	Senior management in the (GPC) engages staff before and during planning in order to carry out major change processes.	2.4	1.22	0.842
13.	New courses are promoted and new and old employees are fairly involved.	2.9	0.96	0.875
14.	Daily communication requirements with internal and external employees are met and appropriate means are provided for this.	2.6	1.11	0.904
15.	Employees are encouraged and supported to participate in conferences, meetings and other related	2.4	0.67	0.782

	activities fairly and professionally						
	16. Mutual learning and development are supported with partners.	2.4	1.15	0.733			
	17. Individuals and work teams are supported and encouraged to provide improvement proposals and initiatives.	2.4	1.12	0.808			
Factor (criteria)	Item (questions)	Mean	Std. Dev	Factor Loading	Cronbach's α	CR	AVE
4. Creating sustainable value	1. Programs and activities are developed within the plans of the (GPC) to achieve sustainable development goals.	2.8	1.16	<i>Delete</i>	0.872	0.874	0.703
	2. Indicators are available to measure the health and environmental risks that employees of the Bureau may be exposed to.	3.0	1.13	0.791			
	3. Human Resources policies, strategies and plans are developed regularly.	3.0	1.12	0.824			
	4. Staff development and training plans are prepared to ensure the current and future needs of the (GPC) are met.	2.9	1.12	0.819			
	5. New courses and services are designed and developed for employees in order to provide job needs as appropriate.	2.6	1.11	0.868			
	6. The senior management in the (GPC) encourages the establishment of activities such as conferences and workshops that support and encourage the concepts of excellence and creativity.	2.8	1.08	0.792			
	7. The needs of the (GPC) are proactively balanced and managed in the recruitment and/or career development processes in the short and long term.	2.9	1.00	0.858			
	8. Contingency plans, risk analysis and scenarios are developed to address future risks.	2.4	1.08	0.792			
	9. Senior management appreciates the efforts of individuals and teams working at all administrative levels in the (GPC) in a timely and appropriate manner.	3.2	1.08	0.837			
	10. Senior management encourages and supports equality and diversity in obtaining opportunities to develop the career path of employees in all its aspects (Equal opportunity) for all employees.	3.2	1.04	0.869			

	11. Senior management is working to explain the motives for making the change process to all stakeholders.	2.2	1.08	0.870			
	12. Senior management secures needs and materials to support the orderly implementation of the change process.	3.1	1.16	0.912			
	13. Vertical and horizontal communication channels are used and evaluated orderly and efficiently..	3.2	1.08	0.854			
	14. The validity, integrity and security of the information are verified and improved.	3.0	1.13	0.855			
	15. Innovative and environmentally friendly technology is identified and used in the work of the (GPC).	3.0	1.08	0.853			
	16. Employees are encouraged to work in a team spirit and share their experiences and gained skills.	2.3	1.08	0.840			
	17. Electronic communications are used to reduce and recycle waste.	2.9	1.07	<i>Delete</i>			
	18. New technology is used and utilized in planning new courses and services.	3.3	1.06	0.769			
Factor (criteria)	Item (questions)	Mean	Std. Dev	Factor Loading	Cronbach's <i>a</i>	CR	AVE
5. Driving performance & transformation	1. Indicators are available to monitor the current status of the (GPC) performance and ensure its improvement.	3.0	1.00	0.728	0.880	0.881	0.725
	2. The (GPC) preserves its buildings and equipment and maintains them regularly.	2.2	1.07	0.773			
	3. The capabilities and knowledge of individuals are identified, categorized and matched with the needs of the (GPC).	2.7	0.82	0.889			
	4. A framework is established to define and design the key processes that will support the communication of the (GPC) policy and strategy to all relevant parties.	3.0	1.02	0.819			
	5. Senior management develops mechanisms to improve the management of operations in the (GPC).	3.1	0.85	0.845			
	6. The Human Resources plans and structure of the Bureau are aligned with the framework of the main operations.	3.3	0.99	0.885			
	7. People are developed,	3.0	0.81	0.831			

mentored and trained to help them reach their full potential.			
8. The effectiveness of the performance of employees is evaluated to improve their effectiveness and meeting the demands of leadership in the future.	3.7	0.98	0.824
9. The employees of the (GPC) shall receive the necessary encouragement, assistance, and support to implement their plans of action that will benefit them and the public institution.	3.0	1.16	0.813
10. Innovative methodologies such as agile teams and high - performance teams are used to improve how we work	2.8	1.16	0.816
11. ICT is used to support and improve the effective operation of the (GPC).	3.0	1.15	0.773
12. Information technology is used to support internal communication and exchange information and knowledge.	3.8	1.08	0.864
13. Existing technology is exploited to its full potential to support the improvement and development activities of the (GPC) and its employees.	2.9	1.16	0.867
14. It is ensured that the human cadre is trained to operate the new or changed processes prior to implementation.	3.1	1.23	0.907
15. According to prioritization, opportunities for improvement and other incremental and innovative changes are identified.	3.1	1.05	0.873
16. Employees and stakeholders (internal and external) who have creative and innovative talents are motivated to help bring about incremental and innovative improvements.	3.0	1.10	0.877
17. Creative thinking is encouraged within the (GPC) through the use of relevant information and knowledge resources.	2.4	1.08	0.932
18. Employees are encouraged to acquire, increase and use knowledge effectively.	3.1	1.14	0.921
19. An information and knowledge management	3.4	1.06	0.889

strategy that supports the (GPC) policies and strategies is developed.						
20. Opportunities that stimulate participation and support creative and innovative behavior are provided among all employees at the various administrative levels in the Bureau.	2.7	1.09	0.868			

Arab American University

Faculty of Graduate Studies



الجامعة العربية الأمريكية

كلية الدراسات العليا

برنامج الماجستير في إدارة الجودة

استبانة دراسة واقع تطبيق نموذج التميز الأوروبي EFQM في ديوان الموظفين العام الفلسطيني

يجري الباحث، والملتحق حالياً ببرنامج الماجستير في إدارة الجودة في الجامعة العربية الأمريكية / فرع رام الله، دراسة بعنوان واقع تطبيق نموذج التميز الأوروبي EFQM ذلك كأحد متطلبات الحصول على درجة الماجستير، ويهدف هذا البحث إلى استطلاع مدى واقع تطبيق نموذج التميز الأوروبي EFQM وفق المحاور التالية :-

1. المحور الاول (الاتجاه DIRECTION): ويشمل معيارين رئيسيين هما: الغاية والرؤية والاستراتيجية، والقيادة والثقافة المؤسسية

2. المحور الثاني (التنفيذ EXECUTION): ويشمل ثلاثة معايير رئيسية هي : إشراك أصحاب المصلحة ، تحقيق الاستدامة بأعلى قيمة، و إدارة الأداء وقيادة التحول.

أرجو الإجابة عن اسئلة هذه الاستبانة بكل دقة وعناية علماً بأن نتائج هذه الدراسة سيتم الاحتفاظ بالردود بسرية تامة. وسيتم استخدام البيانات لأغراض البحث العلمي. علماً بأن تعبئة الاستبانة لا تستغرق أكثر من 15 دقيقة تقريباً.

شكراً جزيلاً. أقدر كثيراً مساعدتكم في تعزيز هذا المسعى البحثي.

الباحث

محمد دراغمة

0599368182

m.mohammed1@student.aaup.edu

الجزء الأول : البيانات الشخصية

الرجاء الإجابة عن الأسئلة التالية بوضع (√) في المكان المناسب

السؤال		الخيارات
Q1	الجنس	<input type="checkbox"/> ذكر <input type="checkbox"/> أنثى
Q2	العمر	<input type="checkbox"/> أقل من 29 سنة <input type="checkbox"/> من 30 إلى 39 سنة <input type="checkbox"/> من 40 إلى 50 سنة <input type="checkbox"/> أكبر من 51 سنة فأكثر
Q3	المؤهل العلمي	<input type="checkbox"/> الثانوية العامة <input type="checkbox"/> الدبلوم المتوسط <input type="checkbox"/> البكالوريوس <input type="checkbox"/> الدبلوم العالي <input type="checkbox"/> الماجستير <input type="checkbox"/> الدكتوراه
Q4	سنوات الخدمة في الديوان	<input type="checkbox"/> أقل من 5 سنوات <input type="checkbox"/> من 5 إلى 9 سنوات <input type="checkbox"/> من 10 إلى 14 سنة <input type="checkbox"/> 15 سنة فأكثر
Q5	المسمى الوظيفي الحالي	<input type="checkbox"/> رئيس شعبة <input type="checkbox"/> رئيس قسم <input type="checkbox"/> مدير دائرة <input type="checkbox"/> نائب مدير عام <input type="checkbox"/> مدير عام
Q6	عدد سنوات الخدمة في المسمى الوظيفي الحالي	<input type="checkbox"/> أقل من 3 سنوات <input type="checkbox"/> من 3 إلى 6 سنوات <input type="checkbox"/> من 7 إلى 10 سنوات <input type="checkbox"/> 11 سنة فأكثر

القسم الثاني : محاور الاستبانة

برجاء وضع الدرجة التي تناسبك (من 1 الدنيا الى 5 العليا) وكلما اقترب الدرجة من 5 دل ذلك على الموافقة العالية على ما ورد في العبارة والعكس صحيح

الدرجة (من 1 الى 5)	الغاية والرؤية والاستراتيجية	1
	تقوم الرسالة والأهداف الاستراتيجية للديوان على تحليل البيئة الداخلية والخارجية للديوان	1.1
	تستند رؤية واستراتيجية الديوان إلى فهم دقيق للاحتياجات الحالية للمستفيدين واستشراف احتياجاتهم المستقبلية	1.2
	يشرك الديوان المعنيين في صياغة الغايات والرؤية والاهداف الاستراتيجية بشكل فعال	1.3
	يتم نشر الغايات والرؤية والاستراتيجية بشتى الوسائل المناسبة (الإلكترونية والورقية)	1.4
	يقوم الديوان بتطوير وتحديث الغايات والرؤية والاستراتيجية بشكل منتظم	1.5
	تعتبر رؤية واستراتيجية الديوان إطاراً مرجعياً لكافة أنشطته وبرامجه	1.6
	يتم تحليل البدائل الاستراتيجية المحتملة لتوفير موارد مالية إضافية لتحقيق الغايات والرؤية والاستراتيجية للديوان	1.7
	يعتمد الديوان على البيانات والمعلومات ومؤشرات الانجاز في مدى تحقيق رؤيته واستراتيجيته	1.8
	يتم اعتماد الغايات والرؤية والاهداف الاستراتيجية بناءً على مؤشرات الاداء الداخلي للإدارات والدوائر	1.9
	يتم اوصول مفاهيم الغايات والرؤية والاهداف الاستراتيجية إلى جميع الموظفين في الديوان، ويتم تقييم مدى إدراكهم ووعيهم لهذه المفاهيم	1.10
	يتم تقييم السياسة والاستراتيجية بشكل دوري من حيث جدواها وفعاليتها	1.11

الدرجة (من 1 الى 5)	القيادة والثقافة المؤسسية	2
	تعتبر قيادة الديوان قدوة للمرؤوسين على مستوى السلوك والخلق الرفيع	2.1
	تشارك قيادة الديوان بفاعلية في تطوير ومراجعة وتحسين النظم والإجراءات في الديوان	2.2
	تعمل قيادة الديوان على تحقيق التواصل الفعال مع الموظفين وتلبية احتياجاتهم	2.3
	تتبنى قيادة الديوان لمنظومة من القيم والأخلاق (مدونة السلوك)، وبذلك تعتبر قدوة لثقافة التميز بالديوان	2.4
	تسعى قيادة الديوان إلى ترسيخ ثقافة التميز والإبداع والابتكار في الثقافة المؤسسية	2.5
	تعمل قيادة الديوان على تقدير ومدح جهود الموظفين بالشكل المناسب	2.6
	تضع قيادة الديوان آليات لتحفيز الموظفين على المشاركة في أنشطة وفعاليات تخدم المجتمع	2.7
	تركز قيادة الديوان على توظيف المصادر التكنولوجية في مختلف مراحل العمل	2.8
	توفر قيادة الديوان بيئة محفزة للأنشطة البحثية المختلفة	2.9
	تسعى قيادة الديوان إلى تعزيز معايير الحوكمة والشفافية والنزاهة في إدارة العمليات داخل الديوان	2.10

الدرجة (من 1 الى 5)	إشراك المعنيين/ أصحاب العلاقة	3.0
	يتبنى الديوان الأفكار والمساهمات الإيجابية المقدمة من قبل أصحاب العلاقة (داخليين وخارجيين)	3.1
	يشرك الديوان أصحاب العلاقة أثناء وضع خطط تطوير الديوان وفقاً لاستراتيجيته	3.2
	يتم وضع وتطوير أهداف الديوان الرئيسية وفقاً لمقترحات أصحاب العلاقة	3.3
	يعمل الديوان بالشراكة مع مؤسسات المجتمع المحلي والوزارات والأطراف المعنية في وضع رؤيته ورسالته	3.4
	يتم إشراك أصحاب العلاقة في تطوير الهيكل التنظيمي بحيث يصبح قادراً على تنفيذ السياسات والأهداف الاستراتيجية	3.5

الدرجة (من 1 الى 5)	إشراك المعنيين/ أصحاب العلاقة	3.0
	تتم مشاركة مجموعات ممثلة عن الموظفين من المؤسسات ذات العلاقة في تطوير سياسات واستراتيجيات وخطط الموارد البشرية الخاصة بها	3.6
	تتم مراعاة احتياجات وتوقعات أصحاب العلاقة على المدى القصير وعلى المدى الطويل	3.7
	يتم إيصال سياسة واستراتيجية الديوان لجميع الموظفين وأصحاب العلاقة الآخرين بشكل مناسب	3.8
	تدعم الإدارة العليا نظم حوكمة القوانين والقواعد والمعايير التي تحدد العلاقة مع أصحاب العلاقة	3.9
	تعمل الإدارة العليا في الديوان على تشجيع المبادرات من الموظفين الهادفة إلى تحسين بيئة العمل الداخلية في الديوان	3.10
	تدعم الإدارة العليا تمكين المدراء والموظفين في الديوان لإدارة عملية التحول والتغيير	3.11
	تشارك الإدارة العليا في الديوان الموظفين قبل التخطيط واثناؤه من أجل القيام بعمليات التغيير الرئيسية	3.12
	يتم الترويج للدورات الجديدة وإشراك الموظفين الجدد والقدامى بشكل عادل	3.14
	تتم تلبية متطلبات التواصل اليومي مع الموظفين الداخليين والخارجيين وتوفير السبل المناسبة من أجل ذلك.	3.15
	يتم تشجيع ودعم الموظفين للمشاركة في المؤتمرات واللقاءات وغيرها من الأنشطة ذات الصلة بشكل عادل ومهني	3.16
	يتم دعم التعلم والتنمية المتبادلة مع الشركاء.	3.17
	يتم دعم وتشجيع الأفراد وفرق العمل للمشاركة في تقديم مقترحات ومبادرات تحسينية.	3.18

الدرجة (من 1 الى 5)	بناء قيم مستدامة	4.0
	يتم وضع برامج وأنشطة ضمن خطط الديوان لتحقيق أهداف التنمية المستدامة	4.1
	تتوفر مؤشرات لقياس المخاطر الصحية والبيئية التي يمكن أن يتعرض لها العاملون في الديوان	4.2
	يتم تطوير سياسات واستراتيجيات وخطط الموارد البشرية بشكل منتظم	4.3

الدرجة (من 1 الى 5)	بناء قيم مستدامة	4.0
	يتم إعداد خطط التطوير والتدريب للموظفين لضمان تحقيق احتياجات الديوان الحالية والمستقبلية	4.4
	يتم تصميم وتطوير دورات وخدمات جديدة للموظفين من أجل توفير الاحتياجات الوظيفية وفق ما هو ملائم.	4.5
	تشجع الإدارة العليا في الديوان إقامة أنشطة كالمؤتمرات وورش العمل التي تدعم وتشجع مفاهيم التميز والإبداع	4.6
	تتم موازنة احتياجات الديوان وادارة عمليات الاستقطاب و/أو التطوير الوظيفي على نحو استباقي في المدى القصير والمدى الطويل	4.7
	يتم تطوير خطط للطوارئ وتحليل المخاطر والسيناريوهات اللازمة لمعالجة المخاطر المستقبلية	4.8
	تقدر الإدارة العليا جهود الأفراد والفرق العاملة في جميع المستويات الإدارية في الديوان في الوقت المناسب وبالطريقة المناسبة	4.9
	تشجع الإدارة العليا وتدعم المساواة والتنوع في الحصول على فرص لتطوير المسيرة الوظيفية للموظفين بجميع جوانبها (تكافؤ الفرص) لجميع الموظفين	4.10
	تعمل الإدارة العليا على شرح دوافع إجراء عملية التغيير لجميع أصحاب العلاقة	4.11
	تؤمن الإدارة العليا الاحتياجات والمواد اللازمة لدعم إجراء عملية التغيير بشكل منظم	4.12
	يتم استخدام وتقييم قنوات التواصل الرأسية والأفقية بشكل منظم وفعال.	4.13
	يتم التأكد من صحة وسلامة وأمن المعلومات وتحسينها.	4.14
	يتم تحديد التكنولوجيا المبتكرة والصديقة للبيئة واستخدامها في عمل الديوان.	4.15
	يتم تشجيع الموظفين على العمل بروح الفريق وتبادل الخبرات والمهارات المكتسبة.	4.16
	يتم استخدام المراسلات الإلكترونية بهدف التقليل من النفايات وإعادة تدويرها.	4.17
	يتم استخدام التكنولوجيا الجديدة والاستفادة منها في التخطيط لدورات وخدمات مستحدثة.	4.18

الدرجة (من 1 الى 5)	قيادة الأداء والتحول	5.0
	تتوفر مؤشرات لمراقبة الوضع الحالي لأداء الديوان وضمان تحسينه	5.1
	يحافظ الديوان على مبانيه ومعداته ويقوم بصيانتها بشكل دوري منتظم	5.2
	يتم تحديد وتصنيف قدرات ومعارف الأفراد ومطابقتها مع احتياجات الديوان	5.3
	يتم وضع إطار لتحديد وتصميم العمليات الرئيسية التي ستدعم إيصال سياسة واستراتيجية الديوان لجميع الأطراف ذات العلاقة	5.4
	تطور الإدارة العليا آليات لتحسين إدارة العمليات في الديوان	5.5
	تتماشى خطط الموارد البشرية وهيكل الديوان مع إطار العمليات الرئيسية	5.6
	يتم تطوير الأفراد وارشادهم وتدريبهم لمساعدتهم في استخدام كامل إمكانياتهم	5.7
	يتم تقييم مدى فعالية أداء الموظفين بهدف تحسين فعاليتهم وتوفير متطلبات القيادة في المستقبل	5.8
	يحصل موظفو الديوان على التشجيع والمساعدة والدعم اللازم لتنفيذ خطط عملهم التي تعود بالفائدة عليهم وعلى المؤسسة عامة	5.9
	يتم استخدام منهجيات مبتكرة مثل فرق العمل المرنة، وفرق العمل عالية الأداء لتحسين طريقة العمل	5.10
	يتم استخدام تكنولوجيا المعلومات والاتصالات لدعم وتحسين التشغيل الفعال للديوان.	5.11
	يتم استخدام تكنولوجيا المعلومات لدعم التواصل الداخلي وتبادل المعلومات والمعرفة.	5.12
	يتم استغلال التكنولوجيا الحالية بكامل إمكانياتها لدعم أنشطة تحسين وتطوير الديوان والموظفين	5.13
	يتم التأكد من أنه يتم تدريب الكادر البشري لتشغيل العمليات الجديدة أو التي يتم تغييرها قبل إجراء عملية التنفيذ.	5.14
	يتم تحديد فرص التحسين وغيرها من التغييرات الإضافية والمبتكرة وفقاً لتحديد الأولويات	5.15
	يتم تحفيز الموظفين وأصحاب المصلحة (داخليين وخارجيين) الذين لديهم مواهب خلاقة ومبتكرة ليساعدوا في إحداث تحسينات تدريجية ومبتكرة	5.16
	يتم تشجيع التفكير الإبداعي داخل الديوان من خلال استخدام موارد المعلومات والمعرفة ذات الصلة.	5.17
	يتم تشجيع الموظفين على اكتساب وزيادة استخدام المعرفة على نحو فعال.	5.18
	يتم تطوير استراتيجية لإدارة المعلومات والمعارف التي تدعم سياسات واستراتيجيات الديوان.	5.19

الدرجة (من 1 الى 5)	قيادة الأداء والتحول	5.0
	يتم توفير الفرص التي تحفز المشاركة وتدعم السلوك الخلاق والمبتكر بين جميع الموظفين في مختلف المستويات الإدارية في الديوان.	5.20

شكراً جزيلاً

الملخص

أجريت هذه الدراسة للتعرف على درجة تطبيق مفهوم التميز في ديوان الموظفين العام الفلسطيني (GPC) باستخدام مكونات نموذج التميز الأوروبي (EFQM 2020) ، على مستوى محاور (التوجيه DIRECTION ، والتنفيذ EXECUTION) ، ووضع بعض الاقتراحات والتوصيات التي قد تسهم في تطوير عمل الديوان للوصول لدرجة التميز في الممارسات الإدارية .

لتحقيق اهداف الدراسة، اعتمد الباحث على الاستبانة لجمع البيانات فقد تم اختيار عينة عشوائية بسيطة قوامها (174) موظف وموظفه والذين يشغلون منصب مدير عام، مدير دائرة، رئيس قسم، رئيس شعبه.

وجدت الدراسة أن الدرجة الكلية لتطبيق نموذج EFQM على مستوى كل من محور (التوجيه، التنفيذ) في ديوان الموظفين العام هي متوسطة، حيث بلغت درجة الوسط الحسابي الكلية (3.1)، وكان الوسط الحسابي الاعلى لمحور التوجيه حيث بلغ (3.4)، بينما حصل محور التنفيذ على وسط حسابي (2.8).

اقترح الباحث عدة توصيات وآليات أهمها: ضرورة قيام الحكومة الفلسطينية بتكليف وتطوير وتعزيز معايير لقياس مؤشرات التقدم نحو التميز في تقديم الخدمات في القطاعات الحكومية، من خلال اطلاق التنفيذ العملي لبرنامج التميز الحكومي الفلسطيني الذي تم اقراره في عام 2019، كخطوة أولية لإجراء التقييم الذاتي في القطاع الحكومي، مما قد يزيد الاهتمام ويوجه الجهود لتحسين الأداء والخدمات المقدمة للمواطنين. ان يتم ايجاد جهة متخصصة داخل الديوان يوكل لها تطوير مفهوم الجودة ومتابعة التنفيذ، هناك توصية أخرى لديوان الموظفين العام لما يمثل من دور هام على مستوى الدولة، تتمثل في تعزيز مستوى المعرفة لجميع الموظفين حول اهمية الجودة والتميز في القطاع الحكومي، من خلال إجراء دورات تدريبية وورش عمل حول نماذج التميز من اهمها نموذج التميز الأوروبي EFQM. بالاستفادة من المدرسة الوطنية للإدارة،

الكلمات المفتاحية: التميز، نموذج التميز الأوروبي EFQM 2020 ، ادارة الجودة الشاملة، جوائز التميز الدولية، ديوان الموظفين العام .