

The moderating Role of the innovation on the Relationship between achievement, Enablers, and organizational Excellence: organizational and business excellence model

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Abstract

Innovation is not just the process of translating an idea or invention into a good or service that creates value or pays customers. It is an idea that must be replicable at an economical cost and must meet specific needs. Excellence is one of the fundamentals that all international organizations seek to adopt in all fields of work. This will result in increasing the productivity of the Organization and the efficiency of its outputs. The research problem focused on the lack of studies exploring the moderate role of innovation in the relationship between achievement and enabling organizational excellence. The main objectives of this paper were to highlight the need to measure the impact of achievement, empowerment, and innovation in achieving organizational excellence. To achieve these goals, a comprehensive literature review was conducted using descriptive analysis of all academic literature, governmental and non-governmental reports, best practices, and international standards. The conclusions of this paper were reached to show the impact of achievement, empowerment and innovation in achieving organizational excellence.

Keywords: Achievement, Enablers, Excellence and Innovation, Organization

1. Introduction

The word "excellence" always refers to the highest rating. Dahlgaard Park (2009) stated that it is not easy to know when you can achieve excellence if you do not know what excellence is. It is more related to "commercial" or "organizational" excellence, however, they lead to the same meaning with the distinction that organizational excellence is more widely used in public sector organizations and business excellence is more used for private enterprises (Ameen et al., 2020, 2019a, 2019b, 2019c, 2018; Ameen and Ahmad, 2013, 2012, 2011).

Organizational and organizational excellence models are tools that help organizations measure the degree of organizations in the path of organizations (Attafar et al., 2012). Furthermore, Ghorbani and Nouri (2005) said that these models help organizations to compare with other best practices and promote self-development, recognition, clarification and explanation of attitudes regarding performance outcomes.

Research Questions were focusing on the best quality model could be customized to build the proposed excellence model by examining the contribution of achievement, enablers and innovation in achieving excellence. **Research Objectives** to identify the underlying common factors Achievement, Enablers and Innovation that effect the Excellence.

Research Methodology: In this Paper, the information was collected through written sources and references, which include books, periodicals, magazines, university researches and thesis documented researches, published or unpublished.

As well as the literature reviews that published in local and international websites through educational researches, scientific researches, literary researches, media and journalistic researches, cultural researches and educational related research in order to achieve the search level in an appropriate theoretical framework with the research problem determining the quality of information that collected. For the purpose of achieving the objectives of the research, descriptive method is used for the purpose of collecting the real and detailed information on this subject, and then discussing the theoretical framework of the research topic and analyzing the findings of the previous studies.

2. Significant of study

The study is important because it is the first of its kind to measure the impact of Achievement, Enablers and Innovation in achieving organizational excellence.

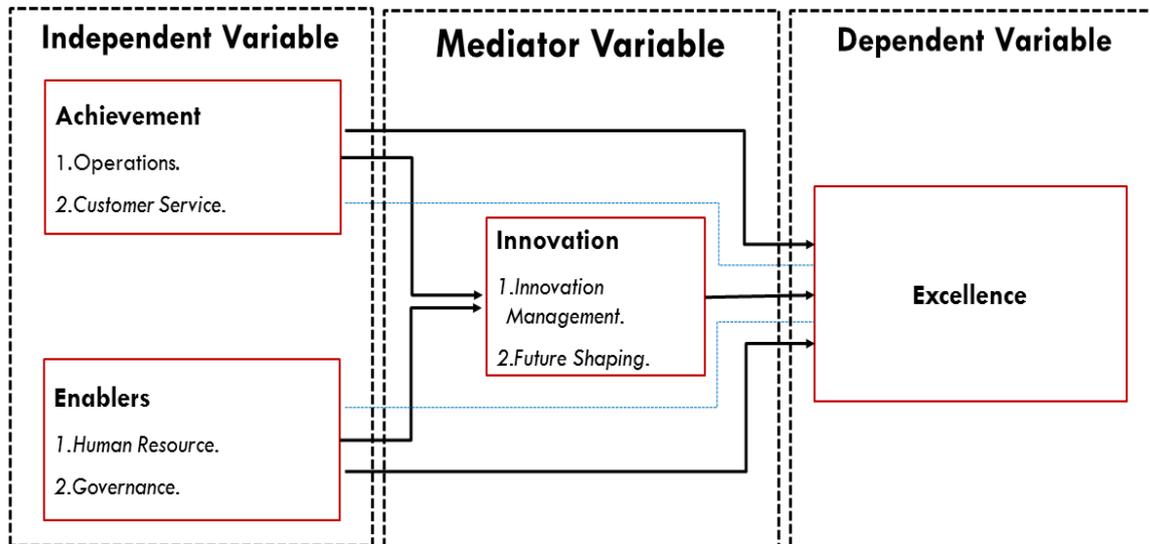


Figure 1: Conceptual Framework Impact of Achievement and Enablers Excellence and Innovation

3. Preliminary Literature Review

3.1. Organizational Excellence

The term "excellence" refers to the Latin word "Execeller" meaning "ascension" (Attafar, Forouzan, & Shojaei, 2012). The literature of regulatory studies has many definitions of excellence. According to the European Foundation for Quality Management (EFQM guidelines, 1999) as "outstanding practice in managing the organization and achieving results-all based on a set of nine fundamental concepts, viz, result orientation, customer focus, leadership and constancy of purpose, management by process and facts, people development and involvement, continuous learning, innovation and improvement, partnership development and public responsibility"(Ameen et al., 2019a, 2019b, 2019c; Ameen and Ahmad, 2012, 2011). According to the American Heritage dictionaries (1992), the word excel is defined as "to do or be better than; top, to show superiority, overtake others". In addition, they refer to the following definition:

- According to Amid (1992), excellence means ascending, become excellent, and surpass.
- According to Yazdi (2010), organizational excellence is the development and enhancement in all the organization's dimensions.
- Lotions (2000) defined organizational excellence as a logical and intended introduction, reinforcement, creating, and dissemination of change to improve effectiveness of the organization.
- Harrington (2005) defined organizational Excellence A comprehensive approach to organizational improvement.

Additionally excellence means accuracy, absoluteness, and perfectness (Attafar et al., 2012). In other words, organizational excellence is meant to make organizations grow better and in an excellent path. In the same vein, Ahadinezhad, Badami, and Mustahfiz (2012, p. 328) they pointed out that excellence has been created in order to identify capabilities of organizations to achieve quality, growth awareness of quality, superior performance, and performance excellence, within a competitive framework. Eisakhani (2008) pointed out excellent organizations have seven characteristics such as perspective and mission, leadership, strategic thinking, ambition purposes, organization planning, processes, and

technology. Riahi (2005) highlighted twelve characteristics of excellent organizations such as flexibility and responsiveness, paying attention to customer needs, focusing on potential demands of stakeholders, forecasting, leadership, innovation and learning, effective management system, employee engagement, operational attention, clarification, response, development and collaboration.

Harrington, 2005 explained that excellence has five pillars that must be managed by the organization in order to be distinguished. These five pillars are:

- Process Management: the process is a series of interrelated phases from input to final output. In order to ensure excellent outputs, inputs must be excellent.
- Project Management: organizations must manage their projects efficiently and effectively, as they represent successful projects 26% the most important of these projects is the reengineering of process.
- Change management: organizations must embrace change to be successful is a stage that must pass, and the Department of Change three elements are first determine what will be changed, second how will change be made, thirdly implement the change.
- Knowledge management: this knowledge is very important to any organization is the key to its success and therefore the organizations must not only spread knowledge in the minds of staff and must be documented.
- Resource management: resources are the main engine of any organization and organizations cannot do anything without them. They include all resources and assets available to the Organization.

3.2 Organizational and Business Excellence Models

Organizational excellence models are tools that help organizations measure the degree of organizations in the path of excellent organizations (Attafar et al., 2012). Ghorbani and Nouri (2005) explained that these models help organizations to compare best practices and contribute to the promotion of self-development, recognition, clarification and explanation of attitudes regarding performance outcomes.

The following models are among the famous organizational excellence models:

3.2.1 Deming award model in Japan (1951)

It is difficult to begin preparing a framework for organizational excellence. Where it requires to be based on a theoretical background to avoid failure. Deep knowledge and fourteen points of Deming contributed to providing a foundation for continued excellence. Deming was the one who gave the Japanese reform after the Second World War the credit of industrial renaissance during the 1950s (Petersen, 1990). Moreover, Deming's approach to excellence and success gained momentum in the early 1980s. Japan has established an award called the Deming Award which refers to the Japanese National Quality Award (Rungtusanatham, Ogden, & Wu, 2003)(Afshar Jahanshahi, Al-Gamrh, & Gharleghi, 2019; Al-Gamrh, B., Ku Ismail, K. N. , Ahsan, T. and Alquhaif, 2020; B. A. Al-Gamrh & Al-Dhamari, 2016; B. Al-Gamrh, Al-Dhamari, Jalan, & Afshar Jahanshahi, 2020; B. Al-Gamrh, Ku Ismail, & Al-Dhamari, 2018). This award inspired the creation of other quality awards such as the Malcolm Baldrig National Quality Award in the United States and EFQM in Europe.

According to Rungtusanatham et al., (2003) Deming's fourteen points for organizational improvement

- Create constancy of purpose for improving products and services.
- Adopt the new philosophy.
- Cease dependency on mass inspection in order to improve and develop quality.
- End the practice of awarding business on price alone; instead, minimize total cost by working with a single supplier.
- Develop permanently and forever the system of production and service.
- Institute training on the job.
- Adopt and institute leadership.
- Drive out fear to enable all workers and people in the company to work effectively.
- Break down barriers between staff areas.
- Eliminate slogans, exhortations and targets for the workforce.
- Eliminate numerical quotas for the workforce and numerical goals for management.

- Remove barriers that rob people of pride of workmanship, and eliminate the annual rating or merit system.
- Institute a vigorous program of education and self-improvement for everyone.
- Everyone in the organizations can achieve the transformation.

3.2.2 Malcolm Baldrige Model (1987)

In 1966, the US congress created the Malcolm Baldrige National Quality Award to stimulate and encourage US companies to excel and achieve sustainability in performance. Davis, Marcos, and Stadning (2005) and Peschel (2008) pointed out that Malcolm Baldrige National Quality Award has seven categories and several items. The seven categories are:

- Leadership - Examines how senior executives guide the company, how the company addresses its responsibilities to the public and how the company practices good citizenship.
- Strategic Planning - Examines how the company sets strategic directions and how it determines key action plans.
- Customer and Market focus - Examines how the company determines requirements and expectations of customers and markets.
- Information and Analysis - Examines the management, effective use, and analysis of data and information to support key company processes and the company's performance management system.
- Human Resource Development and Management - Examines how the company enables its workforce to develop its full potential and how the workforce is aligned with the company's objectives.
- Process Management - Examines aspects of how key production, delivery, and support processes are designed, managed, and improved.
- Business Results - Examines the company's performance and improvement in the key business areas of customer satisfaction, financial and marketplace performance, human resources, supplier and partner performance, and operational performance. The category also examines how the company performs relative to competitors.

3.2.3 European Excellence Model (EFQM) (1991)

EFQM is established to help organizations improve their performance and customer satisfaction. They are used in different countries as a model to determine their achievements and performance. They have nine criteria, five of which are called "enabling factors" and the other four are called "results" (Ahadinezhad, Badami, & Mostahfezian, 2012). The following are the nine criteria of the European Framework Quality Management Excellence Model:

- Leadership: This criterion examines the role of leaders within the organization in how to manage and develop organizational goals and achievements
- Policy and Strategy: relate to future organizational strategies and plans through the development of programs and initiatives.
- People: to study policies and plans implemented and designed in the organization to develop the potential of employees.
- Partnerships and Resources: to study strategic plans designed by organizations to support and manage relationships with partners and suppliers to ensure effective operations.
- Process: The organization's functions and processes are interrelated with each other so that the outputs of their operations are inputs to other processes.
- Customers Results: This standard measure the results of the organization's performance with respect to customer satisfaction.
- People Results: to study the performance of the organization with regard to people's satisfaction.
- Society Results: To examine the organization's performance with respect to community satisfaction.
- Key Performance Results: study excellence in organizational performance in relation to the results of achieving the main objectives.

3.2.4. China Performance Excellence Model

The model of excellence in Chinese performance has been modified from the Malcolm Baldrige Model which has 7 categories including leadership, strategic planning, customer and market, measurement, analysis and improvement, resources management, process management, and performance results (Ree & Ma, 2009). The categories were divided into two categories: the first under the concept of leadership and include the following categories: leadership, strategic planning, customers and the market the second under the term results and contains the following categories resource management, process management and performance results. Both types are based on measurement, analysis and improvement (Ree & Ma, 2009).

3.2.5. Singapore Business Excellence Framework

The Singapore Excellence Model consists of seven categories as follows:

- Leadership.
- Customers.
- Strategy.
- People.
- Processes.
- Knowledge.
- Results.

3.2.6 Malaysian Total Performance Excellence Model

The Malaysia Performance Excellence Model consists of the following criteria (Hussain, Abdullah, Idris, & Mohd Sagir 2001):

- Leadership.
- Change Management.
- Culture and Values.
- Strategy and Objectives.
- Resource

Management.

- Best Practices.
- Innovation.
- Employee Satisfaction
- Customer, Community and Stakeholder Focus.
- Productivity.
- Total Performance.

3.2.7 United Arab Emirates Excellence Model (4G)

In 2015, the United Arab Emirates introduced a model of government excellence under the name of The "Fourth Generation System of Government Excellence", consisting of three pillars divided into nine main criteria. The pillars are as follows:

1- Vision Achievement: Includes the following criteria:

- National Agenda
- Main Functions
- Seven Stars Services.
- Smart Government.

2- Innovation: Includes the following criteria:

- Innovation Management.
- Future Shaping

3- Enablers: Includes the following criteria:

- Human Capital.
- Resources & Assets Management.
- Governance.

In this subsection, the e-government best practices will be discussed. However, these best practices will be classified later to know which of them is related to the SMART Government.

The growth and need of e-government portals are resulting in demands from users and governments to support their competitive position and to facilitate their functions. Therefore, it is appropriate to review the strategic considerations (i.e. best practices) that influence e-government portals in determining a broader understanding of what actually contributes to their quality (Ameen et al., 2020; Ameen and Ahmad, 2013). This section provides a general overview of the e-government best practices collected from research and industry and classifies these best practices into four categories, that is, back-end, front-end Web design and Web content, and external.

3.3 Innovation

A method that ensures the achieve global leadership. The innovation rate is a major driver of competitiveness (Porter, 1985) and the driving force of economic growth (Hafeez, Shariff, & Lazim, 2012; Alameri, Ali Ameen, Isaac, Khalifa, & Bhaumik, 2019; Alameri, Ali Ameen, Khalifa, Alrajawy, & Bhaumik, 2019). In addition to that, Schumpeter (1934) argued that innovation consists of five types. The first two types contain new methods of new sources for supply and production, while the other three species can be considered product innovations, a new or good quality for goods or structures of new industries or markets.

3.4 Achievement

Accomplishment of objectives, plans, goals and program in organization (Al-Obthani & Ameen, 2019; Alhefity, Ameen, & Bhaumik, 2019b; Alkhateri, Asma S; Abuelhassan, Abuelhassan E; Khalifa, Gamal S A; Nusari, Mohammed; Ameen, 2018; Haddad et al., 2020; Mohamed, Nusari, Ameen, Raju, & Bhaumik, 2019). In most contemporary organizations, adopting technology is not only uses ICT to fill up some forms and records but rather it is also a tool that performs the process of identification, accumulation, analysis, measurement, preparation, interpretation and communication of the information used by management to plan (Ameen & Ahmad, 2011, 2013b, 2014; Ameen et al., 2019). It is used in evaluating and controlling within an organization and to assure appropriate use and accountability for their resources (Ameen & Ahmad, 2011, 2012, 2013a).

3.5 Enablers

They are collecting the strategic, practices, tools, technical factors that can help the organization to achieve objectives.

4. Propose Hypotheses

- H1: Achievement has significant positive impact on Excellence.
- H2: Achievement has significant positive impact on Innovation.
- H3: Enablers has significant positive impact on Innovation.
- H4: Enablers has significant positive impact on Excellence.
- H5: Innovation has significant positive impact on Excellence.
- H6: There is significant impact on Achievement to Excellence through innovation as mediator Factor.
- H7: There is a significant impact on Enablers to Excellence through Innovation as mediator Factor.

Variables will measured using a Likert Scale which recommended in the previous studies (Isaac, Aldholay, Abdullah, & Ramayah, 2019; Isaac, Abdullah, Ramayah, & Mutahar, 2018). And the data analysis will be SEM-PLS, the main reasons for choosing SEM as a statistical method for this study is that SEM offers a simultaneous analysis which leads to more accurate estimates (Isaac, Abdullah, Aldholay, & Ameen, 2019; Isaac, Abdullah, Ramayah, & Mutahar, 2017; Mutahar, Daud, Thurasamy, Isaac, & Abdulsalam, 2018). This study will do the data gathering by cross-sectional rather than longitudinal in nature. The longitudinal method might improve the understanding of the associations and the causality between variables (Isaac, Abdullah,

Ramayah, Mutahar, & Alrajawy, 2017; Isaac, Abdullah, Ramayah, & Mutahar Ahmed, 2017). Future research should be conducted to investigate the relationship between variables by conducting cross-cultural studies as recommended by previous studies (Isaac, Abdullah, Ramayah, & Mutahar, 2017a; Isaac, Masoud, Samad, & Abdullah, 2016).

5. Conclusion

Organizations should increase spending on research and development in order to increase the organizational effectiveness (Osama Isaac, Abdullah, Ramayah, Mutahar, & Alrajawy, 2018; Isaac, Abdullah, Ramayah, & Mutahar, 2017b). The important of this study comes from the important of the variables under investigation. Achievement, Enablers and Innovation on the Excellence are considered the most significant strategies and practices that have the ability to enhance the Excellence of any organization. This research focused on the lack of studies that deal with relationships between performance, empowerment, innovation, and excellence in these four research areas, although this depends on a comprehensive review of the literature and types of research. Excellence is one of the foundations that all international organizations are trying to adopt in all areas of work. This increases the productivity of the organization and the efficiency of its results. performed in the fields by them (AL-AMERI, Mohsen;Ameen, 2018; Mohsen AL-AMERI et al., 2017). The main objectives of this document were to highlight the need to measure the impact of performance, ownership, and innovation on achieving organizational excellence. To achieve these goals, a comprehensive literature search was conducted with a descriptive analysis of all scientific literature, governmental and non-governmental reports, best practices and international standards. The results of this document were extracted to illustrate the impact of performance, ownership and innovation on achieving organizational excellence. The research has several advantages in either theory or practice that will be discussed in details in the actual study

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