

# To What Extent Business Excellence Dimensions Affect the Resilience and Performance of Qatari Enterprise: A Conceptual Report

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**Abstract:** An organization's performance can be led by implementing a management approach called "business excellence." However, the European Foundation for Quality Management (EFQM) and the Malcolm Baldrige National Quality Award (MBNQA) are the two most well-known excellence models. Prior to the Covid-19 outbreak, there was no significant crisis within a decade that put those business excellence principles to the test. This paper looks for a conceptual framework that connects business excellence dimensions and performance with business resilience as a mediator. In this study, three concepts—business excellence, business resilience, and business performance—are conceptually linked. This paradigm should be empirically evaluated in the Qatari companies and looked at from various cultures and markets in order to do more research.

**Keywords:** Business Excellence, EFQM, MBNQA, Business Resilience, Performance

## I. INTRODUCTION

The world's most powerful economies are negatively impacted by Covid-19. However, since the pandemic's outbreak, developing countries' GDP has suffered significantly. COVID-19 reduced GDP in the MENA region and the GCC countries in 2020 when compared to 2019. GDP fell from 1.8% in 2019 to -2.8% in 2020, while one of the largest GCC economies, Saudi Arabia, fell from 2.3 in 2019 to -2.4% in 2020. (IMF, June 2020, "World Economic Outlook"). As previously stated, microeconomics simply reflects macroeconomics current state. In other words Covid-19 has significant impact on businesses. Many organizations have suffered and still suffering from the trauma of Covid-19. Since the pandemic outbreak, some organizations faced difficulties to survive due to high operational costs, cashflow deficits, and expenses that are a burden on the business, according to (Aladejebi, 2020) [7]. Organizations supposed to implement certain administrative practices to make the businesses to face the crises. With passing of time, theorists and practitioners developed management practices in order to

support organization in such difficult situation. The beginning with Taylor's scientific schools, or what is known as (the scientific school), and progressing to the world of business excellence, on which management practices are built today. Implementing business excellence has emerged as a strategic option for companies seeking to thrive in a competences (Toma & Naruo, 2017) [8]. Business excellence models are tools that suggested for propelling organizations to the highest level of performance. Similarly, implementing business excellence models has an impact on performance during times of crisis, particularly during Covid-19 (Tickle et al., 2016). [6] This paper aims to highlight the practical gap by highlighting to what extent excellence practices affect the resilience of business in the Qatari market during Covid-19 period.

## II. RESEARCH GAP

Covid-19 pandemic has been having several negative impacts on the global economic. This drop in the economy very much affected many companies worldwide. At the same time, some companies survived and manage wisely with that mishaps. Therefore, there is an urgent need to conduct an investigation to explore the factors that led those companies to be resilient (Wood et al., 2021) [3]. With those surviving companies adopted mature business excellence systems that help them to deal with this crises and move forward. However, there are few studies that investigate the impact of business excellence practices on the resilience and performance of businesses, particularly in exceptional circumstances. Actually, crises are multifaceted, and institutions should adopt best practices to assist them in adapting with the mishaps. (Li et al., 2021). At the same time, there is a need for specific criteria that measured the resilience of the business. Through this criteria practitioners can use them as a guide tools to navigate the organizations in the time of crisis. (Cavaco & Machado 2015), [2] (Chowdhury et al., 2019) [4]. In addition to that, there is a lack of agreement on which excellence dimensions have direct impact the performance or resilience of businesses. For example, in Study conducted (Adámek et al., 2017) [5] asserted that the strategic planning plays role in the business performance. While the Study (Hidiroğlu, 2019) [1] indicated that processes and relationships with customers play a bigger role on business performance. However, there is a need to investigate which excellence dimensions has significant role in the resilient performance organizations.

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### III. LITERATURE REVIEW

#### A. Business Performance

Performance is the expected results that the organization seeks to achieve. This dependent variable in management has received a lot of attention in the literature when it comes to measuring organizational success. (Baig et al., 2021) [10]. The main indicators for assessing business performance are financial and non-financial measures. The Kaplan and Norton (1992) balance scorecard methodology is widely recognized as one of the most widely used techniques for measuring organizational performance using both financial and non-financial dimensions. (Mehralian et al., 2017). [11] More than that, the study of (Migdadi,2020) [12] divided the organizational performance into three dimensions which are financial, product quality and operational performance. Financial dimensions that related to profitability and market share, while quality product focused on quality attributes that achieve customers' needs and wants, and the operational dimensions or internal process that providing product or service with a high quality. Financial measures as (Tseng,2010) [13] indicated are return on capital (ROC), return on sales (ROS), and return on investment (ROE). Non-financial dimensions are image, business growth, customer loyalty, and product service innovativeness (Garget al.,2004) [14] & (Mahmood & Hanafi,2013) [15]. Other nonfinancial criteria such as product quality, product innovation, process innovation, customer perspective, internal process perspective (Al-Tit,2017) [16], (Tariq,2016), [17] (Maltzet al.,2013) added other non-financial dimensions which are market, process, people, and future.

#### B. Business Excellence

Over the past decades, business excellence is one of the topics received a lot of attention from academics and practitioners. It is considered as a panacea of the organizations that needs to transform and achieve performance. There are many definitions of business excellence, all of which are in the same context. One of these definitions defined by the European Foundation for Quality Management (EFQM) which says: "excellence is the real meaning of quality. According to (Kanji,2001) [18] business excellence is an administrative technique developed from total quality management that providing a holistic view for organizations and the markets. From this stand point, business excellence a never-ending journey. Another definition added by (Gunasekaran,2008) [19] business excellence is defined as tools that guide organizations to achieve the desired results. According to this definition, business excellence refers to practices that improve management in order to achieve the desired results for stakeholders. Achieving business excellence through a well-known model, such as the EFQM or MBNQA, and other models may help businesses to achieve the aimful performance. According to (Snyder et al.,2020) [20] business excellence models are referential technique that guide a company to achieve the intended results for the stakeholders. This business excellence mindset is based on the notion of complete quality management. However, the goal of EFQM or MBNQA frameworks is to assess how well institutions

apply the best management methods that resulted the expected performance in the organizations.

#### C. The Criteria of Business Excellence

This paper will discuss the dimension of two well-known excellence models, Malcolm Baldrige National Quality Award (MBNQA) and the European Foundation for Quality Management (EFQM). As a self-assessment in organizations, each of these excellence modals adheres to specific dimensions. There is a similarity of dimensions in both models, while others have some additions or differences. In the 2016 EFQM version, five enablers which are leadership, people, strategy, partners and resources, process, products, and services (Zhang et al.,2021) [9]. Regarding (MBNQA) is known through seven dimensions which are leadership, strategy, customers, people, operations, measurements, analysis and knowledge management. Both models have gone through a phase of development over the past decades. According to MBNQA, it evolved through three phases, the first, from 1988 to 1991, focused on quality management criteria; the second, from 1992 to 1996, on more updated criteria leading to organizational results; and the third, from 1997 to the present, on all of the criteria of excellence as a system (Mai et al.,2018) [22]. (Ghafoor et al.,2022) [21] specified the criteria of MBNQA). As previously stated, (EFQM) was established in 1992. The Model itself was updated in 1999, changed in 2003, and revised in 2010 and 2013 (Yousaf & Bris, 2019).

In 2019, the EFQM also released an updated version that divided the model into three categories: direction, execution, and outcomes. Purpose, vision, strategy, corporate culture, and leadership are all examples of direction. While the execution category includes engaging stakeholders, creating long-term value, driving performance, and implementing change. The third subcategory criteria under the outcomes category are stakeholder perceptions and strategic and operational performance (Ghafoor et al.,2020) [21]. Practitioners in Qatari organizations are familiar with the EFQM 2013 criteria, that will be discussed in this paper.



Figure 1: Overview of the MBNQA framework, Source: Hoppenrath, M. T. (2020)

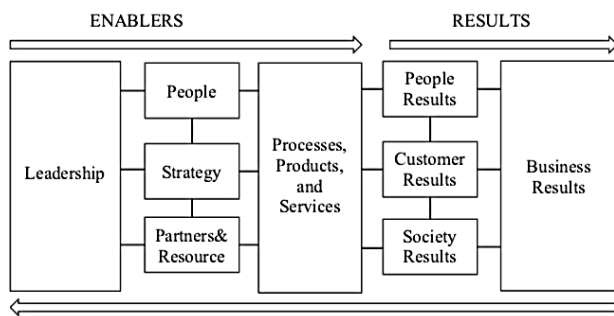


Figure 2: EFQM Model, Source, (Zhang, et al, 2021)

**D. Business Resilience**

Resilience has emerged as a new buzzword in practical and academic literature in recent years. Holling , in 1973 ,coined the phrase in his paper on "Resilience and Stability of Ecological Systems." Following that, research into resilience in other fields, including business (Burnard et al.,2011) [23] &(Staw,1981) [24] was the first to apply the concept of resilience by proposing alternatives to face the environmental threats. Since then, the concept has grown to occupy a place in the literature .(Wildavsky,1988), [25] (Norris et al.,2008), [27] (Linnenluecke & Griffiths,2010), [28] (Cabral et al., 2012) [29] defined resilience as the ability of the businesses to deal with disturbances. The concept of resilience was then expanded by (Doe,1994)[26] to include adaptability and

flexibility. (Buzzanell,2017) [33] defined resilience as the firm's ability to transform and invest opportunities. However, (Martin, & Sunley, 2015) extended the concept of resilience as "a firm's ability to adapt, absorb shocks, endure, quickly bounce back, and then thrive despite a catastrophic event addresses diverse managerial constructs including performance." After that, the concept began to emerge extensively in the literature. (Home & Orr,1997) [30] emphasized the concept's importance by describing its role as "the respond to the change and the ability to deal with the unexpected situation. Because this importance, "business resilience" is becoming one of the concepts that has been studying in developing countries. Furthermore, current crises hasten the appearance of this concept in business debates. (Martin& Sunley,2015) [32]. In the context of Qatar, the concept of resilience received high attention since COVID-19 outbreak. Companies of all sizes started raising the awareness about the resilience and its dimensions.

**E. Business Resilience Dimensions**

In this part of the paper will allocate to mention the resilience measures that addressed in the literature. Then a number of these measures will be selected chronologically from the literature.

Table 0-1: The selected Measures

The study	The listed factors
McManus,2008) [45] & (Lee et al., 2013) [46]	- Understanding and analysis of hazards and consequences - Capability and capacity of internal resources - Communication and relationship
(Ponomarov & Holcomb, 2009) [47]	Readiness ,Preparedness, Response and Adaptation, and Recovery
(Usher et al. ,2019) [48]	This research indicated five factors of business resilience that are, vulnerability, workforce, business planning and operations, preparation and recovery planning, and communication.
(Orchiston,2013) [49]	Another indicators of business resilience as (Orchiston ,2013) explained in his study. These indicators are risk understanding and awareness (risk perceptions), and firms' Preparedness for future crises.
(Markman, & Venzin,2014) [31]	The measure of business resilience VOLARE (the volatility and return on equity) that suggested by (Markman, & Venzin, 2014)has limitation. That's mean developing organizational system that led to business resilience is critical point that organization should be focused on. From this angel, there may be a confusion between the indicators of resilience and indicators of the performance or they can be used interchangeability. This is illogical from a practical point of view, resilience is the lacerative of business performance.
(Pal et al. ,2014) [50]	In the study indicated three factors that support the resilience in the organizations which are organizational assets, dynamic competitiveness, and learning and culture. The factor of assets includes financial, human resource and teamwork, interorganizational relationships. The second factor including subfactors which are flexibility, redundancy and organizational robustness. The last factor includes learning, top management decision making and employees wellbeing.
(Cavaco et al., 2015)	These factors are recovery, reorientation and renewal. There are also external factors that accelerate businesses to be resilient such as healthy condition of macro-economic and other factors such as cooperation culture inside organization. This factors do not constitute the recipe to be implemented for creating a resilient situation.
(Campos, 2015) [51]	In this study, there are five factors : (institutional control, planning and preparedness, philosophy and integrity, external support and linkages, and communication and media) that characterize the businesses' resilience in the context of post-disaster recovery.
(Brown et al., 2017) [52]	The study indicated two dimensions of business resilience: planning and culture, collaboration and innovation.
(Barasa et al., 2018) [53]	The study indicated the criteria that help the busines to be resilient. These criteria are material resources, preparedness and planning, information management, collateral pathways, and redundancy.
(Tibay et al., 2018) [53]	The study highlighted on 5 measures of business resilience organizations. leadership and management ,core competences of staff ,market sensitivity ,situational awareness ,and having preparedness plans
(Lo et al., 2019)	The study indicated 3 measures of resilience. The first one mobility that means moving assets from one location to other less hazards. The second one, common pool that means Sharing of resources, labour, or information, The third one, risk transfer and lastly, the diversification that means diversifying productive assets or income streams.



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(Hidayat et al., 2021) [55]	Factors Supporting business resilience will be seen in terms of entrepreneurial competence, technology utilization and government support.
(Aldianto et al., 2021) [34]	innovation, dynamic capability, agility leadership and knowledge stock. Dynamic capability is all about seizing the opportunities, mobilizing resources, and building the competencies. Regarding to technological capability is ability to provide or utilize technological resources. Knowledge stock is all about using organizational knowledge to direct the business decisions. The last component is agility leadership that all the ability of leaders to deal or respond effectively to the sudden mishaps.
(Wang et al. & Zhang, 2022). [56]	The study of (Wang et al. & Zhang, 2022) indicted three measures for organizational resilience that are adaptive capacity, situational awareness and anticipatory capacity.

## IV. RESEARCH PROPOSITIONS

This part will discuss the variables identifies from the earlier studies that led to the development of propositions

### A. Business Excellence and Business Performance

Companies implement excellence models in order to achieve the required performance. From digging in the literature, it is indicated that business excellence influences and achieves business results, which are represented in the concrete component "financial success (Jabnoun,2020), [35] (ndré et al., 2019) [36]. As said "premises leading to results". From this stand point, the effective implementation excellence models will be able to navigate the organizations to achieve the desired performance (Adámek et al., 2017). Business excellence improves a company's competitiveness and success, according to (Rahman et al.,2019). [38] Adopting business excellence practices will be affected profitability, reputation, customer satisfaction, employee satisfaction, and operational improvement (Rahman et al.,2019) ,(Fonseca et al., 2021). [37] It should be noted that all excellence models only serve as a guide for improving business performance (Amin et al.,2017). [39] According to (Hammad et al., 2020) [40](Tickle et al., 2016) and (Amin et al., 2017) there is a direct and indirect links between company performance and business excellence. Therefore, the above discussion leads to the following proposition:

**P1:** Three is positive relationship between business excellence and business performance.

### B. Business Excellence and Business Resilience

Resilience is the ability to quickly return an organization to its normal position after experiencing a disruption." Business resilience, according to this viewpoint, is a consciouspractices that make organizations adapt and overcome the crises. Proper implementation of the excellence practices will drive companies to a state of resilience and performance. According to (Cavaco, N. M., & Machado, V. C. (2015) [2] and (Prayag et al., 2018) resilient organizations are dependent on a excellence practices, including organizational agility, flexibility, and the ability to communicate within the company. As a result, firms that lack, for example, a strong strategy, policies, or a cohesive workforce capable of making a difference cannot be resilient and capable of overcoming or mitigating crises. The following excellence factors have an impact on company resilience, according to (Prayag, G. et al, 2018), (Aldianto, L. et al, 2021a), innovation, technology, leadership agility, and knowledge stock. Accordingly, the following proposition is suggested:

**P2:** There is positive relationship of business excellence and business resilience.

### C. Business Resilience and Business Performance

Logically the resilient organizations will approach to the state that be able to achieve the performance . Academic studies supported resilience of businesses in achieving the performance (Modi & Mabert, 2010). The aimful performance required stability of the internal enablers in the organizations . Financial and non-financial measures reflect to what extant the resilience of the business . As mentioned earlier , financial ratios are one of the indicators that business is resilient . Thus, the following hypothesis is suggested:

**P3:** There is positive relationship of business resilience and business performance

### D. The Mediation Effect of Business Resilience Between and Business Excellence Dimensions and Business Performance

Mediation is "chain reaction in which an independent variable first influences a mediator, and then the mediator effects a result," according to (Collins et al., 1998). [41] The (IVS) in this paper are leadership, strategy, and so on) that have an impact on business resilience, which in turn has an impact on company performance. As a result, part will forge a connection between business excellence and business performance, as well as business resilience and performance. The function of the excellence dimensions must achieve resilience in companies. Firms that are resilient will achieve high levels of results , competitiveness, and profitability (Corrales-Estrada et al., 2021)[42] &(Carayannis et al.,2014). Dimensions of excellence, according to (Winnard,2014),[44] play a role in company resilience. The dimensions of "Leadership" and "Strategy" will continue to provide the team with methods for forecasting the future, allowing firms to build risk initiatives. Furthermore, the "People" dimension will be rewarded and empowered, and as a result, they will be held accountable and sacrificed in order to keep the company struggling to survive. On the other hand, product and service innovation, or a company's "knowledge stock," will be one of the enablers of resilience. Meanwhile, "Agility" is critical in keeping businesses dynamic, inventive, and viable. According to (Lo et al., 2019), (Carayannis et al., 2014), [43](Winnard,2014),& (Chowdhury et al., 2019), business resilience leads to business performance. Because financial success is the most important measure of corporate performance for shareholders (Prayag et al., 2018).

Accordingly, the following hypothesis is suggested:

**P4:** Business resilience mediates the relationship between business excellence and business performance.

**E. Propositions Summary**

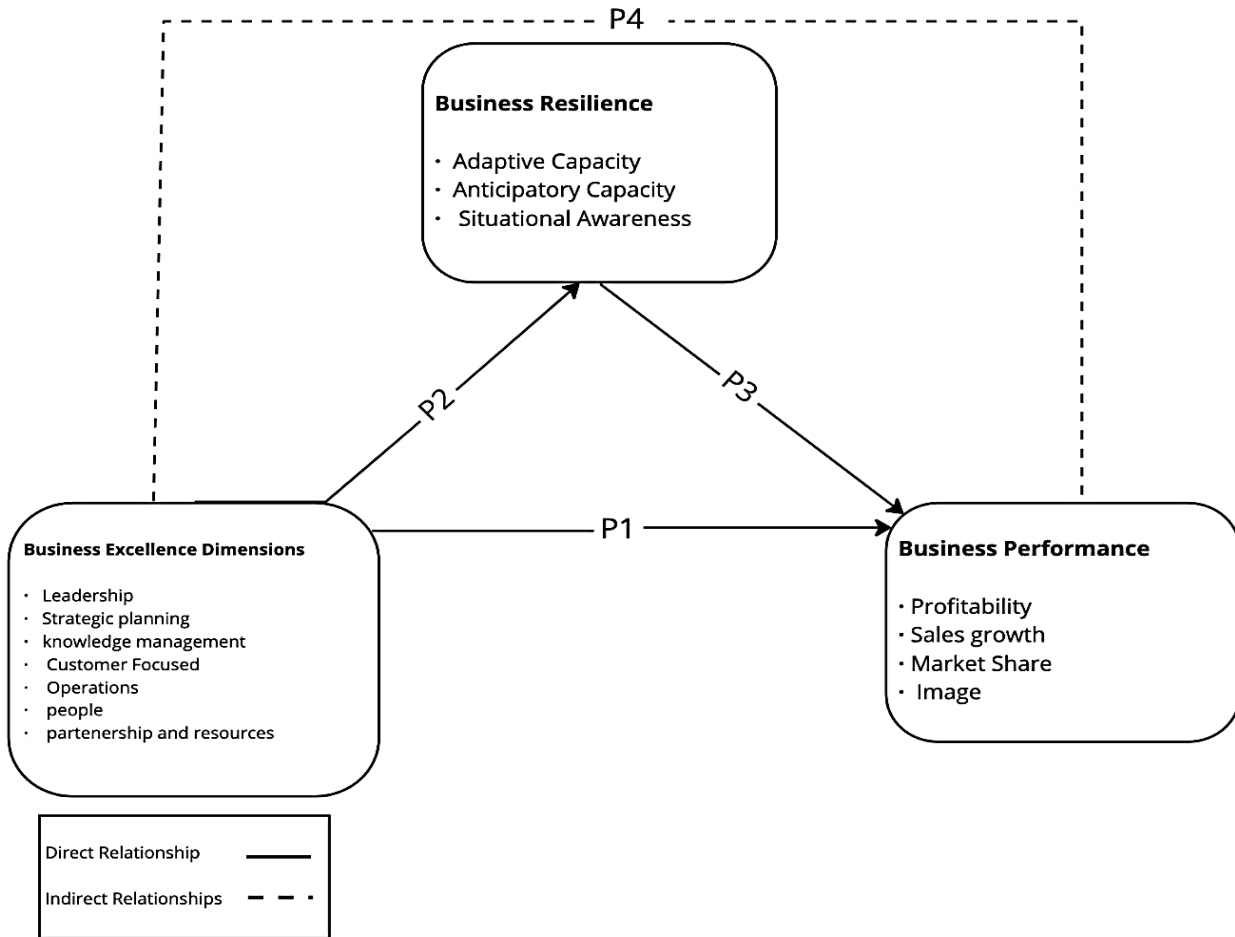
The propositions summary put forward in this thesis are listed below:

- |                     |  |
|---------------------|--|
| <b>Propositions</b> | <b>Hypotheses Statement</b>  |
| P1                  | There is a positive relationship between business excellence and business performance. |
| P2                  | There is a positive relationship between business excellence and business resilience.  |
| P3                  | There is a positive relationship between business resilience and business performance. |

P4 Business resilience mediates the relationship between business excellence and business performance.

**F. Research Conceptual Framework**

Figure 1 below illustrates the direct relationship between variables. The independent variables in the current study are business excellence dimensions. The dependent variable is business performance. The study proposes the mediation effect of business excellence between the independent variables and the dependent variable.



**Figure 3 : Conceptual Research Framework**

**V. CONCLUSION**

This paper aimed to find a conceptual linking between business excellence dimensions and business performance with the mediating of business resilience. With digging in the literature, this paper presented a contribution through highlighting the main dimensions of business excellence, business resilience and business performance. These three components can form action program for companies to reach better performance, sustainability and resilience. For further studies, this framework should be empirically tested and examined in Qatar and different and GCC market.

**DECLARATION**

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Conflicts of Interest/ Competing Interests	The article does not under Conflict of Interest.
Ethical Approval and Consent to Participate	No, the article does not require ethical approval and consent to participate with evidence.
Availability of Data and Material/ Data Access Statement	Not relevant.



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Authors Contributions	<p>Mr. Ahmed started reading about the concept of resilience and excellence. Then he discussed with Dr. Anita regarding the points and gaps. Both authors were digging in the literature and providing this article.</p> <p>Dr. Anita played a role in adding some points that strengthened the article.</p>
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