

The Impact of Digital Leadership on Achieving Organizational Excellence: A Field Study on Algerian Economic Institutions



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Abstract:

This study aimed to measure the impact of digital leadership, in its dimensions (digital vision and strategy, enabling digital culture, leading transformation and innovation, and digital competence), on achieving organizational excellence in Algerian economic institutions. To achieve this goal, a cross-sectional survey design was employed on a sample of 116 institutions using a convenience sampling method with an electronic questionnaire. The data was analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM).

The results indicated that the digital leadership model explains 65.3% of the variance in organizational excellence. A positive and statistically significant effect was found for the dimensions of "leading digital transformation and innovation," "digital competence," and "enabling digital culture" on organizational excellence. In contrast, the "digital vision and strategy" dimension did not show a significant effect. The "leading digital transformation and innovation" dimension was the most influential among the dimensions. Finally, this study presented recommendations for leaders to focus on leading practical transformation initiatives and building a supportive culture.

Keywords: Digital Leadership; Organizational Excellence; digital competence.

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Introduction:

The current business environment is marked by rapid change and profound transformations that have intensified competition. Achieving satisfactory performance is no longer sufficient to guarantee organizational sustainability and growth, as unexpected changes may arise at any time. Digital transformation has brought significant shifts to business models and management practices (Băeșu & Bejinaru, 2020, p. 647), reshaping competitive dynamics as well as customer preferences and expectations. Consequently, the future of organizations has become uncertain, even in the short term, regardless of their present performance. In response, economic organizations are increasingly pursuing a broader and more comprehensive objective: organizational excellence.

Organizational excellence refers to a state of sustainable superiority in which an organization delivers exceptional and enduring value to all stakeholders, including customers, employees, partners, and society. It is not an optional choice but a strategic necessity for survival, success, and leadership in today's environment (Ringrose, 2013). Achieving this state requires a comprehensive approach aimed not only at satisfying customers but at delighting them through excellence across all organizational dimensions and practices (Harrington, 2005). This excellence is grounded in fundamental principles and pillars that have been articulated in global excellence models such as the European Excellence Model and the Malcolm Baldrige Award. Most of these models converge on the view that effective leadership is one of the most critical pillars and a central component for achieving excellence in any organization (Barnawi, 2022; Nenadál et al., 2018).

The profound transformations and new realities of the business environment have rendered traditional leadership models, which were developed in more stable and predictable contexts, insufficient for achieving organizational excellence (Braf & Melin, 2020; Jäckli & Meier, 2020). These models struggle to address the complexity and ambiguity that characterize the digital age (Erhan et al., 2022). In response, digital leadership has emerged as an organizational and strategic approach that redefines visions and management practices in modern organizations, positioning itself as a critical factor for organizational success and excellence (Sawy et al., 2016).

In the literature, digital leadership is not regarded as a simple extension of traditional leadership practices supported by digital tools and technologies. Instead, it represents a radical transformation that reshapes the very philosophy of leadership and its associated practices (Jameson et al., 2022; Yücebalkan, 2018). Digital leadership integrates strategic vision, leadership skills, and technological as well as cognitive capabilities, enabling the creation of a digital vision and culture while enhancing organizational agility. This, in turn, allows organizations to adapt to rapid changes, capitalize on opportunities, and channel them toward achieving

organizational objectives (Benitez et al., 2022; Zeike et al., 2019), ultimately fostering organizational excellence.

Despite the growing relevance of these concepts, the relationship between digital leadership and organizational excellence has not been sufficiently explored in the literature. Previous research has largely examined the role of leadership in its traditional form (Pinar & Girard, 2008) or investigated other leadership styles, such as transformational or servant leadership (Irfan et al., 2022), in relation to organizational excellence. Some studies have considered digital leadership indirectly, focusing on mediating factors such as innovation or knowledge sharing (Lin, 2023). However, few have directly addressed its multidimensional impact, particularly within the context of Algerian organizations. Understanding the mechanisms through which excellence can be achieved therefore represents an urgent priority for organizational development.

Building on the above, this study seeks to address the identified gap in the literature by examining the impact of digital leadership, across its multiple dimensions, on organizational excellence in economic organizations. Accordingly, the study poses the following research question:

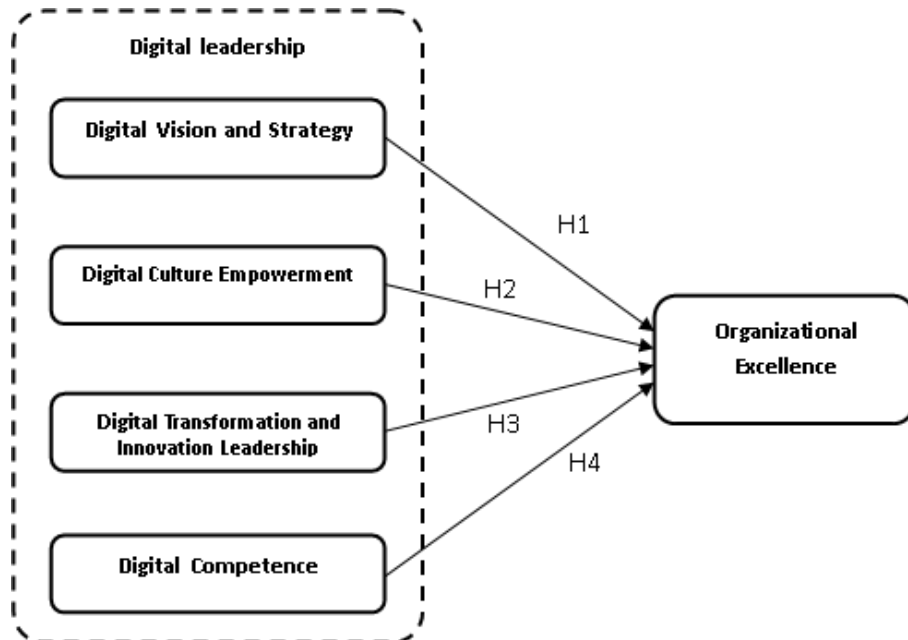
How does digital leadership, through its dimensions of digital vision and strategy, digital culture enablement, leadership in digital transformation and innovation, and digital competence, influence organizational excellence in Algerian economic organizations?

To address this main question empirically, the following hypotheses were formulated:

- H1: There is a statistically significant effect of the dimension of digital vision and strategy on achieving organizational excellence in Algerian economic organizations.
- H2: There is a statistically significant effect of the dimension of digital culture enablement on achieving organizational excellence in Algerian economic organizations.
- H3: There is a statistically significant effect of the dimension of digital transformation and innovation leadership on achieving organizational excellence in Algerian economic organizations.
- H4: There is a statistically significant effect of the dimension of digital competence on achieving organizational excellence in Algerian economic organizations.

Based on the above hypothesized relationships, the study model, which will be empirically tested in this work, is formed, as illustrated in the following figure:

Figure (1): The Proposed Research Model



The significance of this study stems from its potential contributions at both theoretical and practical levels. At the theoretical level, this study contributes to bridging the research gap on the topic by enriching the literature with empirical evidence that elucidates the relationship between digital leadership and organizational excellence, while providing a conceptual framework for future studies in this domain. At the practical level, the findings of this study will contribute to equipping decision-makers and leaders in economic organizations with a clear vision and recommendations regarding the behaviors, capabilities, and practices that will help their organizations achieve excellence.

1. Theoretical Framework

a. Organizational Excellence:

Organizational excellence is considered one of the most prominent modern management concepts in contemporary organizations' pursuit of superiority, leadership, and sustainable competitive advantage. The concept emerged as a response to the increasing challenges and rapid changes in the business environment, where achieving financial results or strong operational performance alone represents only a relative success insufficient for the survival and growth of organizations. Therefore, it has become necessary for these organizations to strive for comprehensive and sustainable success and excellence that affects all aspects and operations (Dervitsiotis, 2005; Pinar & Girard, 2008).

The evolution of organizational excellence into a comprehensive management philosophy has made the concept a fertile field for studies and research, reflected in the multiplicity of its definitions and dimensions depending on different perspectives. In this regard, two perspectives are distinguished in defining organizational excellence: the first focuses on the value delivered to stakeholders, while the second emphasizes performance comprehensiveness.

According to the stakeholder value perspective, Webster (2016) defines organizational excellence as "the sustainable provision of distinguished value to all key stakeholders" (Nenadál et al., 2018, p. 48), which is aligned with Kopelman (2022), who describes excellent organizations as places that simultaneously meet the needs of all primary stakeholders, addressing the requirements of financiers and investors through efficiency, clients through product and service quality, and employees through treatment, while maintaining balance in fulfilling these demands. The European Foundation for Quality Management (EFQM) states that excellent organizations are those that "achieve and sustain outstanding levels of performance that meet or exceed the expectations of all stakeholders" (Nenadál et al., 2018, p. 48). Harrington (2005), on the other hand, focuses solely on customers, arguing that excellence is not limited to meeting expectations but should reach the level of "delighting the customer" (p. 107) and creating an exceptional experience beyond their expectations.

From the second perspective, namely performance comprehensiveness, researchers argue that organizational excellence is a holistic and indivisible concept, meaning that an organization must excel in all aspects rather than excel in some areas while failing in others. In this context, Antony & Bhattacharyya (2010) define it as "the distinguished measure of harmonious relationships among all performance variables that affect the organization's operations" (p. 43). According to this definition, organizational excellence lies not only in achieving high levels of performance in all dimensions individually but also in the integration and harmony among these dimensions.

Regardless of variations in defining the concept, there is a consensus that organizational excellence "encompasses achieving outstanding performance in all aspects of the organization in a manner that meets and exceeds the expectations of all stakeholders." To reach this objective, an organization requires a comprehensive transformation process, which, as described by Dervitsiotis (2005), entails a shift in the philosophy of viewing the organization from a rigid machine to a living entity capable of learning, evolving, and adapting (p. 18).

To translate this philosophy into practical application, many organizations and institutions worldwide have developed comprehensive models and frameworks that serve as roadmaps, providing a set of standards and principles to guide organizations in this endeavor (Nenadál et al., 2018). However, despite differences in criteria and their designations across multiple models, there is a clear

consensus that leadership is not merely a criterion among other excellence criteria but a primary enabler of all other criteria (Barnawi, 2022; Nenadál et al., 2018).

b. Digital Leadership:

The digital transformation and the rapid changes in the business and economic environment impose an urgent necessity to reconsider the very concept of leadership, as is the case with most other managerial concepts and processes. Traditional leadership models, which emerged in more stable and predictable contexts (Braf & Melin, 2020; Jäckli & Meier, 2020), have become incapable of addressing challenges and exploiting opportunities in the modern business environment, characterized by volatility, uncertainty, complexity, and ambiguity (VUCA) (Erhan et al., 2022; Jäckli & Meier, 2020). In this context, the concept of "digital leadership" emerged as a new leadership paradigm capable of keeping pace with these changes and adapting to this transformation.

In the literature, digital leadership is not regarded as a simple extension of traditional practices; rather, it represents a radical transformation that touches the very essence of leadership philosophy and its practices. Digital leadership does not aim solely to support current business operations through technology; rather, it is a tool to achieve objectives represented in digitally enabled business models, digital organization, and employee management (Jameson et al., 2022). It ensures that digital transformation is not merely a technical process but a comprehensive strategic shift, integrating technology into the organization's strategy and culture as a whole (Lin, 2023).

Various scholars have offered multiple definitions of digital leadership; however, they generally agree that the process entails enabling digitization at a strategic and comprehensive level across all components and processes of the organization. In this context, Sawy et al. (2016) define it as "doing the right things to achieve the strategic success of the organization's digitization and its business ecosystem" (p. 141).

To achieve this strategic success, the digital leader must possess "a portfolio of digital, market, business, and strategic leadership skills to lead and manage multidisciplinary teams for the digital transformation of the organization" (Benitez et al., 2022).

2. Research Methodology

To achieve the research objectives and test the hypotheses, the deductive approach was adopted alongside a quantitative approach through a cross-sectional survey design. This design allows for effective analysis of the relationships between variables at a specific point in time.

a. Population and Sample of the Study

The target population of this study consists of all Algerian economic organizations, regardless of their size, legal form, ownership type, or field of activity. Given the impossibility of reaching the entire population and the difficulty of applying probability sampling conditions, non-probability methods were employed using convenience sampling (Convenience Sampling). The focus was placed on targeting managers or senior management, considering them as the group most capable of providing accurate evaluations regarding the studied topic, with each respondent representing one organization. Ultimately, the final sample suitable for analysis included 116 organizations, distributed according to their characteristics as shown in the table.

Table (01): Distribution of the Sample

Variable	Percentage	Frequency	
		Absolute Frequency	Percentage
Legal Form	EURL	28	24.1
	SARL	37	31.9
	SNC	12	10.3
	SPA	16	13.8
	Other	23	19.8
	Total	116	% 100
Number of Employees	Less than 10 employees	25	21.6
	From 10 to 49 employees	38	32.8
	From 50 to 250 employees	33	28.4
	More than 20 years	20	17.2
	Total	116	% 100
Date of Establishment	Less than 5 years	28	24.1
	From 5 to 10 years	43	37.1
	From 11 to 20 years	30	25.9
	More than 20 years	15	12.9
	Total	116	% 100
Ownership Type	Private	100	86.2
	Public	13	11.2
	Mixed	3	2.6
	Total	116	% 100
Sector of Activity	Technology and Telecommunications	20	17.2
	Services	42	36.2
	Industry	29	25.0
	Food Industry	19	16.4
	Financial Institutions and Insurance	6	5.2
	Total	116	% 100

b. Data Collection Tool and Procedures:

The questionnaire was adopted as the primary tool for data collection, The questionnaire was translated into French by a certified translator and reviewed by

an expert practitioner. Subsequently, the questionnaire was designed electronically in both Arabic and French using Google Forms. It was distributed via email to over 2,300 companies, whose email addresses were obtained through online directories and social media platforms. Additionally, distribution leveraged the professional social network LinkedIn, allowing direct contact with organizational managers.

c. Measures:

To collect the required data, scales were developed based on a literature review.

Digital Leadership: Examined as a second-order construct consisting of four dimensions: Digital Vision and Strategy (5 indicators), Enabling Digital Culture (4 indicators), Leading Transformation and Innovation (4 indicators), and Digital Competence (4 indicators). Indicators were adapted from AlAjmi (2022), Benitez et al. (2022), and Zeike et al. (2019).

Organizational Excellence: Examined as a first-order construct. The scale (12 indicators) was developed based on the core principles of the Canadian Framework for Excellence to capture the essence of comprehensive organizational excellence.

d. Data Analysis Method:

To achieve the study objectives and test the hypotheses, Structural Equation Modeling using Partial Least Squares (PLS-SEM) was employed using SmartPLS 4 software.

3. Presentation and Analysis of Results:

This section aims to analyze the data collected from the study sample, which consists of 116 Algerian economic institutions, in order to test the research hypotheses and answer its questions. The statistical analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM), as previously mentioned, with SmartPLS 4 software, following the two main steps recommended in the literature as a standard procedure for using PLS-SEM (Hair et al., 2019). The first step involves evaluating the quality of the measurement model, followed by the second step, which assesses the structural model and tests the hypotheses.

a. Measurement Model Assessment:

In this phase, the reliability and validity of the reflective measurement models used to measure the dimensions of digital leadership and organizational excellence were verified.

Reliability and Convergent Validity:

Table (2): Evaluation of the First-Order Reflective Measurement Model

	Cronbach's Alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	AVE
DS	0.872	0.888	0.907	0.665
DC	0.813	0.826	0.878	0.644
DT	0.885	0.887	0.921	0.744
DCo	0.901	0.903	0.931	0.772
OE	0.922	0.929	0.934	0.544

DS: Digital Vision and Strategy, DC: Digital Culture Empowerment, DT: Digital Transformation and Innovation Leadership, DCo: Digital Competence, OE: Organizational Excellence

Results in Table 2 show that Cronbach's Alpha, rho_a, and Composite Reliability (rho_c) for all constructs exceeded the 0.70 threshold (Henseler et al., 2016). Additionally, Average Variance Extracted (AVE) values surpassed the 0.50 threshold (Hair et al., 2019), confirming convergent validity.

Regarding Indicator Reliability (Table 3), most factor loadings exceeded 0.708. Indicators DS3, DS2, OE10, OE11, and OE12 had lower loadings but were retained as they ranged between 0.40 and 0.70 and did not compromise reliability or validity (Hair et al., 2019).

Table 3: Indicator Reliability Results for the Reflective Measurement Model

DS		DC		DT		DCo		OE	
DS1	0.862	DC1	0.872	DT1	0.883	DCo1	0.875	OE1	0.814
DS2	0.871	DC2	0.683	DT2	0.835	DCo2	0.887	OE2	0.721
DS3	0.660	DC3	0.818	DT3	0.868	DCo3	0.872	OE3	0.725
DS4	0.864	DC4	0.823	DT4	0.864	DCo4	0.879	OE4	0.791
DS5	0.799							OE5	0.774
								OE6	0.828
								OE7	0.871
								OE8	0.706
								OE9	0.728
								OE10	0.577
								OE11	0.658
								OE12	0.590

Discriminant Validity:

Discriminant validity was assessed using Fornell-Larcker and HTMT criteria. Table 4 shows that the square root of AVE for each construct exceeds its correlation with other constructs, satisfying the Fornell-Larcker criterion. Additionally, as shown in Table 5, all Heterotrait–Monotrait (HTMT) ratios are

below the conservative threshold of 0.85 (Henseler et al., 2016), confirming discriminant validity.

Table 4: Fornell & Larcker Criterion Results for the First-Order Reflective Measurement Model

	DS	DC	DT	DCo	OE
DS	0.815				
DC	0.708	0.802			
DT	0.674	0.674	0.863		
DCo	0.617	0.685	0.539	0.878	
OE	0.683	0.724	0.711	0.674	0.737

Table No. (5): HTMT Matrix of the First-Order Reflective Measurement Model

	DS	DC	DT	DCo	OE
DS					
DC	0.849				
DT	0.756	0.790			
DCo	0.685	0.794	0.601		
OE	0.754	0.828	0.779	0.732	

b. Structural Model Evaluation

Following the assessment of the measurement model and the confirmation of its validity, the structural model was evaluated to test the research hypotheses. This evaluation was conducted using the Bootstrapping procedure with 5,000 resamples. A hypothesis is considered supported when the p-value is less than 0.05 and the t-statistic exceeds 1.96 under a two-tailed test (Hair et al., 2011). The results of this analysis are presented in Table 6

Table (5): Structural Model Evaluation

Hypothesis	Path	Beta (β)	T Statistics	P values	Decision	f ²
H1	DS → OE	0.149	1.568	0.117	Rejected	0.027
H2	DC → OE	0.229	2.657	0.008	Accepted	0.056
H3	DT → OE	0.320	4.316	0.000	Accepted	0.143
H4	DCo → OE	0.253	3.253	0.001	Accepted	0.094
		R ²		R ² Adjusted		

Organizational Excellence	0.665	0.653
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- **H1** was rejected ($\beta = 0.149$, $p > 0.05$), indicating no significant effect of digital vision on excellence.

- **H2, H3, and H4** were supported. Digital Transformation Leadership **H3** exerted the strongest effect ($\beta = 0.320$, $p < 0.001$, $T = 4.316$), followed by Digital Competence **H4** ($\beta = 0.253$, $p = 0.001$, $T = 3.253$), and Digital Culture **H2** ($\beta = 0.229$, $p = 0.008$, $T = 2.657$).

- Effect sizes (f^2) ranged from weak to medium (Cohen, 1988).

In addition, the explanatory power of the model, measured by the adjusted coefficient of determination (R^2 Adjusted), was found to be 0.653. This indicates that the dimensions of digital leadership collectively account for 65.3% of the variance in organizational excellence, a substantial value according to the benchmarks proposed by Hair et al. (2011). These results confirm that the model possesses strong explanatory power.

4. Discussion of the Results

Overall, the study model demonstrated strong explanatory power, with the dimensions of digital leadership collectively accounting for 65.3% of the variance in organizational excellence. This underscores the pivotal role of digital leadership as a strategic determinant driving organizations toward competitiveness and distinction in the digital era. This result is consistent with the prevailing literature, which identifies digital leadership as a decisive factor for organizational success and sustainable excellence (Al-Rousan & Ababneh, 2025; Priyamedha et al., 2025). Nevertheless, it is essential to analyze the impact of each dimension individually, given that digital leadership is a multidimensional construct. This enables more nuanced and detailed interpretations.

a. Effect of Digital Vision and Strategy:

The first hypothesis was rejected, as the analysis demonstrated no statistically significant effect of the digital vision and strategy dimension on organizational excellence within the institutions under study. This finding diverges from much of the existing literature, which emphasizes that vision and strategy constitute the foundation of any organizational journey toward excellence (Ershadi & Dehdazzi, 2019). A plausible explanation is that visions and strategies do not exert a direct and immediate impact on excellence; rather, their influence is mediated through implementation processes that translate them into practice, with their value becoming evident only when they activate and support the organizational mechanisms that drive excellence. This interpretation aligns with Sawy et al. (2016), who argued that the mere existence of a strategy is insufficient,

as the decisive factor lies in the organization's capacity to implement it effectively and to foster the necessary changes in mindsets and skill sets.

b. Effect of Digital Culture Empowerment:

The results revealed a positive and statistically significant effect of the digital culture empowerment dimension on organizational excellence, although the effect size was weak. This finding is consistent with prior research highlighting organizational culture as a fundamental driver of excellence (Lasrado & Kassem, 2020). Leaders who foster environments that encourage continuous learning, digital collaboration, and the provision of necessary resources enable employees to adopt superior practices, thereby enhancing excellence. Priyamedha et al. (2025) similarly demonstrated that digital culture serves as a mediating factor between leadership and performance. Nonetheless, since culture building is inherently a long-term endeavor, its influence typically manifests gradually, which may explain the relatively weak effect observed in this study.

c. Effect of Digital Transformation and Innovation Leadership:

The digital transformation and innovation leadership dimension demonstrated the strongest positive effect on organizational excellence among the four dimensions. This finding underscores that excellence is driven more by concrete actions than by ideas or plans, as tangible outcomes materialize only when vision, strategy, and culture are effectively translated into practice. Carvalho et al. (2024) support this view, showing that innovation, as a leadership competency, exerts a direct influence on all drivers of excellence.

d. Effect of Digital Competence:

The results also revealed a positive effect of leaders' digital competence on organizational excellence, a finding consistently supported by prior research. Leaders cannot effectively drive digital transformation without possessing the necessary digital skills and capabilities (Goetzinger, 2025), which enhance their credibility and improve decision-making (Zhu et al., 2025). Tulungen et al. (2022) similarly confirmed that digital competence mediates the relationship between leadership and performance. However, the effect observed in this study was relatively weak, suggesting that personal competence, while essential, is not sufficient on its own; it must be translated into concrete actions and initiatives to generate a stronger impact on organizational excellence.

Conclusion

This study examined the relationship between digital leadership and organizational excellence in Algerian economic institutions, based on data collected from 116 organizations. The findings indicate that digital leadership, as a holistic construct, plays a significant role, explaining approximately 65% of the variance in organizational excellence and confirming its strategic importance. However, the

influence of its individual dimensions varies considerably. Digital transformation and innovation leadership emerged as the strongest contributor to excellence, while digital culture empowerment and digital competence exerted weaker effects. The digital vision and strategy dimension showed no statistically significant impact. Overall, these results suggest that achieving excellence in the digital era depends more on leadership that effectively translates vision and strategy into concrete initiatives, fosters a supportive culture, and leverages strong personal competence, rather than on plans or strategies alone.

Theoretical Implications:

This study provides several theoretical contributions to the literature on digital leadership and organizational excellence.

First: it offers empirical evidence from a context that has not been sufficiently explored (Algerian economic institutions).

Second: the study contributes to a more precise understanding of the mechanisms through which digital leadership exerts its influence by testing a multidimensional model.

Third: the finding related to the insignificance of the "vision and strategy" dimension raises a theoretical discussion about the possible existence of a gap between strategy and implementation at certain stages of digital transformation, which calls for the development of theoretical models that take these different stages into account.

Practical and Managerial Implications:

Based on the study's findings, the following practical recommendations can be made for leaders and managers of economic institutions:

- Focusing on execution before perfect planning: Leaders should prioritize leading digital transformation initiatives and encouraging innovation in a practical and tangible way, even if the digital strategy is not fully complete, as the results indicate that it is execution that drives excellence.
- Building a digital culture: Managers should work on developing an organizational culture that encourages continuous learning, digital collaboration, and the acceptance of trial and error. This can be achieved through workshops, providing resources, and establishing incentive systems that reward digital behaviors.
- Linking strategy to reality: To ensure the effectiveness of visions and strategies, leaders must make sure they are applicable and understood by all employees, and directly link them to performance indicators and on-the-ground improvement initiatives.

Appendix

Scale of the Vision and Digital Strategy Dimension

- The leadership of your institution has a clear vision of its digital future (the future of the institution).
- The leadership of your institution develops digital strategies that align with the organization's objectives.
- The leadership of your institution anticipates future digital trends.
- The leadership of your institution clearly communicates the digital vision and strategy to all employees.
- The leadership of your institution sets clear action plans for implementing the digital strategy.

Scale of the Digital Culture Empowerment Dimension

- The leadership of your institution encourages continuous learning for the use of digital technologies.
- The leadership of your institution provides the necessary support and resources to develop employees' digital skills.
- The leadership of your institution works hard to attract talent in the digital field.
- The leadership of your institution serves as a good role model in using digital technologies at work.

Scale of the Digital Transformation and Innovation Leadership Dimension

- The leadership of your institution actively supports digital transformation initiatives.
- The leadership of your institution manages the digital transformation process with flexibility.
- The leadership of your institution encourages the adoption of new digital technologies and methods in performing work.
- The leadership of your institution effectively addresses obstacles related to digital transformation.

Scale of the Digital Competence Dimension

- The leadership of your institution possesses sufficient understanding of digital technologies and their impact on work.
- The leadership of your institution efficiently uses digital communication tools at work.
- The leadership of your institution understands the basics of the digital infrastructure required for work.

- The leadership of your institution has the ability to identify the digital competencies and skills required in employees.

Scale of the Organizational Excellence Variable

- Your institution has clear strategic plans that direct all its efforts toward specific goals.
- Your institution has effective mechanisms for evaluating progress toward achieving objectives.
- Your institution achieves good performance in its fields of activity.
- The operational processes in your institution are managed with high efficiency.
- Your institution continuously provides services/products of tangible value to customers.
- There is a high level of satisfaction among customers with your institution's products/services.
- Your institution has strong relationships with its suppliers and key partners.
- Your institution's relationships with suppliers and partners are stronger compared to other competitors.
- Your institution adopts high ethical standards in all its operations and decisions.
- Employees in your institution demonstrate a strong commitment to ethical behavior and integrity in their dealings.
- Your institution continuously improves all aspects of work, services, and products.
- Your institution encourages initiative and creativity at work.

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