
An exploratory study on the role of Evidence Based Management in achieving Business Excellence

kermani houda*

Laboratory of Governance and Modernization of Public Management, Algiers 3 university - algeria

Houda.kermani@gmail.com

Received: 24/12/2023

Accepted: 11/03/2024

Published:02/05/2024

Abstract:

This study aims to shed light on a modern concept in the Management of organizations, which is Evidence-Based Management, and how it can achieve the Business Excellence that each Organisation seeks to reach. In order to show the relationship between the two variables, a questionnaire was distributed to a sample of institutions, and we found that there is a significant relationship between the application of Evidence-Based Management in all its dimensions, and the achievement of Business Excellence, by making the right decisions based on scientific studies and experiments, objectively away from bias and intuition, to reduce the gap between theoretical studies and management practices.

Keywords: Evidence-Based Management. Evidence-Based Practices, Business Excellence, Decision Making, Challenges.

Jel Classification Codes: M51,M2.

*Corresponding author.

An exploratory study on the role of Evidence Based Management in achieving Business Excellence

1. Introduction:

Various institutions seek to achieve their position in the market and gain customer satisfaction, but they often face intense competition, and are affected by the many changes in their internal and external environment, for this they always try to search for best practices that allow them to exploit opportunities and turn threats in their favor, and achieve Business excellence, and for this they adopt multiple methods in the field of management, however they usually face a large difference between scientific theories and academic research on the one hand, and the practical reality of management on the other.

❖ **The study problem:** From here the main question arises :

What is the impact of applying Evidence-Based Management on achieving Business Excellence?

❖ **Study Hypotheses:**

Based on the problem of the study, the following hypothesis can be formulated:

There is a significant effect at the level of ($\alpha \leq 0.05$) between the application of the dimensions of evidence-based management and the achievement of Business excellence

❖ **The importance of the study:** The topic is important through the following points:

- Evidence-based management and Business excellence are modern, which are among the challenges that institutions pursue;
- Clarify the addition that evidence-based management provides to the institution for organizational excellence
- Identify the challenges facing the organization to achieve organizational excellence, and how evidence-based management can support the organization.

❖ **Objectives of the study:** The study aims to:

- Attempt to deepen understanding of evidence-based management and shed light on its concept and dimensions;
- Linking the concept of evidence-based management with Business excellence.
- Noting the importance of relying on the scientific method in decision-making to achieve excellence.

❖ **Research methodology:**

The study relied on a descriptive-analytical methodology to examine the study variables. To elucidate the relationship between Evidence-Based Management and Business Excellence, a questionnaire comprising inquiries related to the dimensions of the variables was distributed among a convenient sample of 300 senior management staff. A total of 170 questionnaires were retrieved, out of which only 150 were deemed suitable for

analysis. The data analysis was conducted using SPSS program, to identify the relationships and influential variables in the outcomes.

2. Conceptual framework for Evidence-Based Management:

The concept of Evidence-Based Management emerged at the beginning of the current millennium as one of the modern concepts in the field of managing institutions that are used for decision-making, and this approach started from the field of medicine, where the decision on the method of treatment is made, based on the results of analyzes and studies of patients.

The first signs of Evidence-Based Management date back to the field of medicine, where this formula was called "evidence-based medicine", in order to rationalize the decisions made by doctors about their patients, and improve the services provided, relying on several criteria when making medical decisions, such as searching for the best available scientific evidence and benefiting from its results, and improving the quality of service provided, depending on multiple factors such as searching for the best available scientific evidence and benefiting from its results with attention to the patient's values, preferences and expectations.

The concept of evidence-based medicine spread to the rest of the sciences, in the nineties of the last century, to extend to several fields, such as education, criminology, health policies, economic policies, and thanks to several researchers Barends Eric and Rob Briner, Rousseau. M Denis, the concept extends to management science, defined by a new term, Based-Evidence Management, and this approach was applied by managers of healthcare institutions in the United States of America, England and Canada.

Evidence-Based Management means translating principles based on best evidence into organizational practices. Through evidence-based management, managers could make their organizational decisions assisted by social science and organizational research in which they move away from personal preference and unsystematic experience toward decisions based on the best available scientific evidence. (Sohrabi & Zarghi, 2015, p. 1777)

It can also be described as systematic use of the best available evidence to improve management practice. (Barends & Rousseau, 2018, p. 47)

On the other hand, Evidence-Based Management is about making decisions through the conscientious, explicit, and judicious use of four sources of information: practitioner expertise and judgment, evidence from the local context, a critical evaluation of the best available research evidence, and the perspectives of those people who might be affected by the decision. (Brinre & Rousseau, 2011, p. 24)

From the above, it can be stated that Evidence-Based Management is a management process that is carried out based on realistic observations and scientific studies to make decisions and enhance efficiency and productivity in business organizations, rather than relying on intuition.

It should be noted that the decision-making process has always been supported by the search for evidence, but this has not been scientific, as there has been no interest in systematically gathering knowledge to rely on in the organization's own practices.

2.1 Evidence-Based Management sources:

Evidence-based management is a new management method; the success of its application depends on the method of obtaining information. There are four sources of evidence for EBP can be represented in the following figure:

Fig N° 1: sources of evidence based management



Source: Prepared by the researcher.

It can be said that the sources of information in Evidence-Based Management are represented in the following elements :

- Practitioner experience, which refers to accumulated experience based on past experience, which is viewed critically analytical, to draw lessons and avoid errors ;
- Evidence from the international and local context by reviewing scientific and academic studies that have experienced similar problems, through continuous research, not just old studies ;
- Evidence of the institution and its database for years, and this data and information may be specific to the institution's accounts, results, information provided by the various administrative systems in the institution, or information obtained through surveys or surveys carried out by the institution, market studies and marketing research, and the institution may use the information available to competitors, taking into account the privacy of each institution;
- The theparties' view who may be affected by decision-making, whether it is related to external or internal parties in the system, because the principle in obtaining information and evidence is to achieve the satisfaction of these parties, and to integrate them into decision-making.

We can conclude that the evidence used by the institution comes from the professional experience of the various departments in the institution, in addition to the evidence extracted from scientific research, and those in the institution's databases, or from the evidence gleaned from the parties related to the institution, and thus the internal and external environment of the institution is a source of evidence that always requires updating and keeping pace with changes at the local and international levels.

2.2 Stages of Evidence-Based Management:

Evidence-Based Management goes through several stages: (Briner, Denyer, & Rousseau, 2009, p. 20)

- The start of the process is the practitioner's or manager's problem, question, or issue. The accuracy of the problem statement would be discussed and challenged so that it could be articulated as clearly and explicitly as possible.
- Next, internal organizational evidence or data about the problem or issue would be gathered and examined to check its relevance and validity. At this stage the problem may be restated or reformulated or made more specific.
- External evidence from published research about the problem would also be identified and critically appraised in the form of something like a systematic review or a rapid evidence assessment (a quicker and more tightly constrained version of a systematic review, which similarly adopts an explicit and systematic method).
- The views of stakeholders and those likely to be affected by the decision would be considered, along with ethical implications of the decision.
- When all these sources of information had been gathered and critically appraised, a decision would be made that attempts to take account of and integrate these four sources of information.

2.3 The importance of evidence-based management and its models:

Evidence-based management contributes to:

- Improvement of management practices;
- Reduce risk, minimize errors;
- Rationalization of decisions by making experiential decisions and making sound decisions in a timely manner;
- Achieve transparency by showing how decisions are made;
- Achieving customer and consumer satisfaction.

Evidence-based management relies on the results of scientific research. In addition to the summary of realistic experiences and analytical observations of the phenomenon, in order to take the best measures, there

are many models on which Evidence-Based Management is based, the most important of which can be summarized in the following table:

Table N°1: Selected Evidence-Based Management Models and Key Components

ACE Star Model of Knowledge Transformation	Rosswurm and Larrabee's Model	Stetler's Model	Iowa Mode
Knowledge discovery	Assess need for change in practice	Preparation	Problem or new knowledge
Evidence summary	Link problem interventions and outcomes	Validation	Organizational priority
Translation into practice recommendation	practice Synthesize best evidence	Comparative evaluation	Team formation Evidence gathered
Integration into practice	Design practice change	Decision making	Evidence gathered
Evaluation	Implement and evaluate change in practice	application	Research base critiqued and synthesized
	Integrate and maintain	Evaluation	Sufficient?
			Pilot change
			Decision
			Widespread implementation with continual monitoring of outcomes
			Dissemination of result

Source: Anna, G & Dana, R. (2008). Selecting a Model for Evidence-Based Practice Changes: A Practical Approach. AACN Advanced Critical Care, 19 (3); p296.

It can be said that there are several approaches to evidence-based management, but they all have in common that they are based on scientific foundations, far from subjective factors and intuition.

3. Business Excellence:

The emergence of the concept of excellence dates back to the middle of the twentieth century, specifically in 1950, when Deming introduced a new concept of excellence based on quality, and Japan adopted the Deming model, and achieved the industrial renaissance, making it a model to be followed, then the Z theory of Ouchi appeared in 1981, which criticized Western thought, and many Western organizations realized that quality is a strategic choice for excellence, and in the same context, the US government established in 1987 the Malcolm Baldrij model, which focuses on discrimination standards for the development of American institutions, and has achieved The model is a great success, and in the same context, European countries adopted the European model of excellence in 1992, based on the "Deming" and "Malcolm" program, and thus the concept of excellence developed and became a reality that many institutions seek to achieve.

3.1 Definition of Business Excellence:

Business excellence is a long-term process, concerned with key strategic issues such as developing core functional processes, to be the best, to get people performing better, and to develop a quality framework in order to provide excellent customer service. (Ritchie & Dale, 2009, p. 49).

Business Excellence (BE) is about developing and strengthening the management systems and processes of an organization to improve performance and create value for stakeholders. BE is much more than having a quality system in place. BE is about achieving excellence in everything that an organization does (including leadership, strategy, customer focus, information management, people and processes) and most importantly achieving superior business results. (Robin, Musli, & Agustin, 2022, p. 89)

Business excellence is a state of administrative excellence and creativity that can achieve advanced levels of performance as a result of tight implementation of marketing, productivity, and financial activities and operations, and the consequent achievements that surpass other competitors, and satisfy all stakeholders.

3.2 Motives of Business excellence:

Many institutions seek to achieve Business Excellence for several reasons, the most important of which are:

- Intensified competition locally and internationally;
- Growing awareness of customers and customers of their rights and importance, which makes the institution make greater efforts to achieve their desires;
- Seeking to maintain the position of the enterprise in the market;
- The development of the information system and modern technologies, which contribute to changing the practices and procedures of the institution's functions within the institution;
- The emergence of new methods and strategies for management, which contribute to reducing mistakes and making the right decision.

3.3 Principles of Business Excellence:

Business excellence is achieved by the availability of a set of principles, indispensable, represented in the following: (Maryam & Barnawi, 2022, p. 2918)

- Leadership ;
- Strategic planning;
- Customer and market focus ;
- Measurement, analysis and knowledge management;
- Human resources/workforce focus;
- Process management;
- Business results.

3.4 Obstacles to achieving Business Excellence :

Although the institution is working to achieve Business excellence, there are numbers of obstacles that prevent it from doing so, the most important of these obstacles are :

- Lack of necessary financial and organizational resources ;
- Lack of efficiency and effectiveness in the management of the organization to achieve and maintain excellence;
- Lack of a strategic vision to achieve excellence and focus on the short term;
- Resistance to change among employees and leadership in the organization, and the absence of the necessary motivation;
- Relying on management methods that are not commensurate with the internal and external environment of the institution, not considering the specificity of the institution, and the difficulty of adapting to developments quickly;
- Lack of attention to customer requirements, and inability to improve the level of services provided;
- Poor organization and division of tasks within the organization, with poor communication whether ascending or descending ;
- Failure to search for information and data in a systematic scientific manner, and inadequate analysis processes.

3.5 Challenges of Business Excellence under Evidence-Based Management:

Relying on evidence in management and decision-making is of great importance to the organization, because it reduces the likelihood of error, increases the effectiveness of management in decision-making, and provides leadership at all levels with accurate information and data that allow improving the quality and accuracy of management, moreover, the efficient human resource is selected in a timely manner to facilitate the work of the institution and give it a new impetus, and contributes significantly to improving the image of the institution and providing services and products in a way that obtains customer satisfaction, in addition to that accreditation The evidence in management encourages the proposal of creative and innovative solutions that contribute to the continuous improvement of the inputs and outputs of the institution, and the selection of the most appropriate organizational structure to achieve the objectives and strategy of the institution.

On the other hand, relying on evidence when making decisions contributes significantly to improving management practices and ensures the institution's superiority, and the employment of local and international scientific studies, and the use of various methods of analysis, improve the performance of the institution, in addition to the possibility of correcting weaknesses, enhancing strengths, as well as continuous improvement of the decision taken.

While relying on experience and intuition, there may be bias, either because the decision-maker lacks good knowledge of the circumstances of the problem and does not know all the alternatives available to address it, or because of an exaggerated confidence that pushes him not to rely on information and data that contradicts his perception of the solution, which hinders making effective objective decisions with minimal errors.

Business excellence depends on building a realistic strategy according to the accuracy of data and information, and the more the administration pays attention to collecting evidence and investigating its accuracy, and forming a database of quality and effectiveness based on scientific foundations, taking into account updating and updating, the more this allows making correct decisions, reducing the rates of errors and correcting them, if any, even before any problem occurs, thus improving the performance of the institution, gaining customer satisfaction, overcoming obstacles and thus reaching Business excellence.

However, relying on this new type of management methods requires following up on scientific developments in the field of activity of the institution, and raising awareness of the need for management based on collecting evidence and evidence, i.e. adopting a proactive strategy based on searching, analyzing and verifying evidence to strengthen the ability of managers when making decisions correctly.

4. Field study methodology:

In order to find the relationship between the variables of the study, a questionnaire was designed, divided into three axes, and due to the magnitude of the study population, and the difficulty of determining the preview framework, a soft sample was relied on, as a non-probability sample that includes the vocabulary available from the research community represented in economic institutions, and forms were distributed to senior management staff of 300 institutions by e-mail, as well as hand in hand, during the period from 12/05/2023 until 03/09/2023, however, we only retrieved 170 forms, only 150 forms were analyzed .

To ensure the apparent validity of the research, the questionnaire was presented to 5 arbitrators from the faculty of the Faculty of Economic Sciences at the University of Algiers 3, and the University of Constantine 2, to ensure the appropriateness of the questionnaire paragraphs, and based on their observations, the content was modified.

In general, the composite reliability value that can be used is at least 0.6 or more with Cronbach's alpha score of above 0.6. It can be concluded that the reliability of this instrument is statistically reliable.

4.1 Study limits and determinants:The study relied on the following determinants:

- Objective limits: Know the role of evidence-based management in achieving organizational excellence
- Human Frontiers: Senior Management Staff,
- Time limits: from 12/05/2023 to 03/09/2023
- Spatial boundaries: Algerian national territory.

4.2 Study variables:

- ❖ **Independent variable:** In order to determine the extent of evidence-based management practice, four measures were relied upon: attitude towards evidence-based practices, systematic knowledge of evidence-based practices, systematic behaviors of evidence-based practices and systematic uses of evidence-based management.
- ❖ **Dependent Variable:** Business Excellence
 - The questionnaire was divided into three axes:
 - The first axis: represents the personal data of the sample
 - The second "questions related to the dimensions of Evidence-Based Management
 - The third axis: related to Business Excellence.

4.3 Presentation and analysis of the characteristics of the study sample:

The study was limited to some characteristics that can explain the relationship between the variables of the study, such as the type of sector, the size of the institution, the level of education, in addition to professional experience .

The results were as shown in the following table:

Tabl 2: Statistical description of sample items

Statement		Frequency	Percentage %
Legal nature	Public Sector	69	46
	Private Sector	81	54
Type of activity	Agriculture Sector	3	
	Industry Sector	57	
	Services Sector	40	
Enterprise Size	BIG	19	13
	MEDIUM	87	58
	SMALL	44	29
Education level	secondary	08	5
	Gradient	115	77
	Post-gradation	27	18
Experience	Less than 5 years	6	4
	Between 5 and 10 years	48	32
	Between 10 and 15 years old	54	36
	More than 15 years	42	28
Access to the latest scientific research	Books & Articles	25	17
	Online Research	120	67
	Participation in forums, trainings etc.	10	7
	I rarely read	15	10

Source: Prepared by the researcher based on the results extracted from the SPSS program

It is clear from the previous table that the industry sector represents the largest percentage in the sample, by 54%, while the agriculture sector represents the lowest percentage, and 54% of the answers were affiliated with private sector institutions, in addition to that the majority of general managers hold a university degree, 77% bachelor's or master's degree and 18% master's degree or doctorate, which is commensurate with the nature of the work and the very few have a secondary level and are at the same time the owners of the institution, and they have received trainings On the other hand, 36% of respondents have 10-15 years of experience in management, whether in the same institution or other institutions, and only 28% have more than 15 years of experience.

4.4 Evidence-Based Management dimension data analysis:

The following table shows the arithmetic mean and standard deviations of the answers for the dimensions of evidence-based management:

Tabl 03: Respondents' answers to the dimensions of Evidence-Based Management

Statement	Disagree	Neutral	Agree	Arithmetic mean	Standard deviation
Attitude towards Evidence-Based Management					
Our organization believes it is essential to take on new and innovative practices	13	07	130	2.61	0.754
Implementing evidence-based management is a time-saver	50	40	60	2.17	0.834
Reduce workloads increases the ability to implement evidence	50	30	70	2.02	0.881
Old-fashioned decision-making practices are just as effective as evidence-based practices	64	40	41	1.80	0.831
We continuously train and learn about the latest research in the field of evidence-based management.	30	25	104	2.60	0.744
Methodological knowledge of evidence-based Management					
We Know well the steps of evidence-based management	40	30	80	2.02	0.738
we have enough experience to do the work professionally	20	20	110	2.37	0.824
We can determine the quality of the information and the extent to which it can be used.	10	02	138	2.37	0.937
We share information with employees	20	12	118	2.39	0.897
Systematic behaviors of Evidence-Based Management					
Gaps associated with evidence-based management are identified	50	18	82	1.99	0.805
benchmarking helps my organization to identify best practices used in other organizations	06	20	70	1.88	0.710
When we make mistakes in our decision-making we try to learn from them	00	05	145	2.82	0.975
Our organization is special and hence the outcome of scientific research is not applicable	40	20	90	2.70	0.807
Methodological uses of Evidence-Based Management					
We have Time to follow evidence-based management steps	20	25	105	2.29	0.764
All evidence-based management outcomes are evaluated according to specific criteria	10	20	120	2.33	0.838
consultants are used to help us make decisions	07	00	143	2.55	0.639
We track market and customer reaction to evaluate evidence-based management results	05	05	140	2.38	0.758

Source: Prepared by the researcher based on the results extracted from the SPSS program

Looking at the table above, we note with regard to the dimension of the attitude towards evidence-based practices the variation of the arithmetic mean of the paragraphs, which ranged between 1.8 and 2.61, where paragraph No. 1 related to the belief in the adoption of innovative practices within the institution came in first place and the approval rate appeared in it 87%, while the arithmetic mean of the paragraph is equal to 2.61 and has a standard deviation equal to 0.754, while the paragraph related to the fact that old practices in decision-making have the same effectiveness as Evidence-Based Management came in last place. It was approved at 27%, with an arithmetic mean of 1.8 and a standard deviation of 0.831.

With regard to the dimension of systematic knowledge of Evidence-Based Management, the paragraph on the possibility of determining the quality of information and the extent to which it can be used, we find that it comes in first place with an arithmetic mean of 2.37 and a standard deviation of 0.937, while for the paragraph related to know well the steps of evidence-based management, it was in last place with an arithmetic mean equal to 2.02 and a standard deviation equal to 0.738.

We can see from the table for the dimension of systematic behaviors of Evidence-Based Management that the approval rate was high in the third paragraph related to "when making a certain mistake is learned from and avoided later", and the arithmetic mean of paragraph 2.82. The standard deviation is 0.975. The percentage of approval was average in the second and first paragraphs by where the arithmetic mean of the two paragraphs was 1.88 and 1.90 respectively and the standard deviation was 0.805 and 0.710 respectively.

As for the dimension of methodological uses of Evidence-Based Management, we note from the table that the highest percentage of approval was for the third paragraph related to the consultation of experts within the institution to verify effective solutions with an approval rate of more than 95%, with an arithmetic mean of 2.55 and a standard deviation of 0.639, while the rest of the paragraphs ranged between an arithmetic mean of 2.38 and 2.29 and a standard deviation of 0.764 and 0.758. Small standard deviation values indicate that there was no significant variation in respondents' responses, meaning that opinions and assessments were generally homogeneous.

It can be said that Evidence-Based Management in its four dimensions is largely applied in the studied sample, with the majority of respondents unanimously believing in the need to adopt innovative policies in decision-making, and the need to involve actors in the institution and dealers in this process, with the need for feedback, but we noticed that the majority does not give much attention to the follow-up of scientific reports and research in the field of management .

4.5 Business Excellence dimension data analysis:

A number of questions were asked that affect the dimensions of Business excellence that were previously included in the theoretical part.

Tabl4: Respondents' answers to the dimensions of Business Excellence

Statement	Disagree	Neutral	Agree	Arithmetic mean	Standard deviation
We have many initiatives in place to improve the quality of our processes, products and services.	00	00	150	2.85	0.802
The institution uses modern means to deliver its products and services	00	01	149	2.77	0.751
Senior management encourages employees to work as one team	12	10	128	2.49	0.380
We encourage individual initiative, innovation, rapid response, cooperation and effective communication throughout our organization	00	01	149	2.77	0.751
The Foundation implements a strategy to develop the competencies of employees	04	10	136	2.32	0.27
The organization works to retain employees	19	10	121	2.07	0.25
The Department has an information system that contains up-to-date data and knowledge	00	03	147	2.58	0.701
Our leadership team is always seeking new ways to sustain and grow the organization.	00	02	148	2.65	0.710
The manager instills a culture of excellence throughout the organization	00	02	148	2.65	0.710
The organization uses quality management systems	06	05	139	2.44	0.523
The institution has qualified human resources in the field of specialization	04	00	146	2.46	0.650
The Foundation determines its strategies according to the needs and desires of the community	05	07	138	2.38	0.45
The institution provides modern means of work that help employees perform their work with high quality	05	04	141	2.35	0.48
The Foundation encourages feedback to improve its services	02	05	143	2.50	0.51
We regularly track and assess our customers' needs and requirements, and their satisfaction levels	00	13	137	2.384	0.29
The institution continuously monitors the quality of services and products provided	05	02	143	2.51	0.52

Source: Prepared by the researcher based on the results extracted from the SPSS program

Answers ranges between 2.85 and 2.32 and a standard deviation of 0.802 and 0.27, also the question of the fact that the service and the product provided is the one that knew the largest percentage of approval, followed by the answer to the question The institution uses modern means to deliver its products and services, and the special question Senior management facilitates the process of communicating with the various actors in the institution with an arithmetic mean of 2.77 and a standard deviation of 0.751, as for the question about a policy to keep employees, its arithmetic mean was 2.07 and its standard deviation 0.25.

It can be said that the studied sample seeks to achieve Business excellence

4.6 Study hypothesis test:

As for the hypothesis of the study, which states that there is no significant effect at the level of ($\alpha \leq 0.05$) between the dimensions of evidence-based management and Business excellence, we rely on multiple regressions, as the following table shows the results obtained:

Tabl 5: Impact of Evidence-Based Management Dimensions on Business Excellence

Statement	R ²	F	Bêta	Sig	T
Attitude towards Evidence-Based Management	0.674	4.731	0.580	0.000	0.549
Methodological knowledge of Evidence-Based Management			0.546	0.000	0.038
Systematic behaviors of Evidence-Based Management			0.691	0.000	0.578
Methodological uses of Evidence-Based Management			0.586	0.000	0.413

Source: Prepared by the researcher based on the results extracted from the SPSS program

The table represents the impact of evidence-based management dimensions on Business discrimination, and it should be noted that tests were conducted in order to ensure the suitability of the data to the assumptions of regression analysis, and the results of the statistical analysis contained in the table above showed a statistically significant effect, and the significance of this effect confirms the value of (F), and the coefficient of determination (R²) (0.674), which means that the independent variables (dimensions of evidence-based management) explain the percentage of (67.4%) in the dependent variable (Business excellence) , and the remaining 32.6% is due to the influence of other factors not addressed in the model.

The probability value (Sig.) was less than the approved significance level ($\alpha \leq 0.05$), and this indicates a positive and statistically significant relationship between the dimensions of evidence-based management and Business excellence, this result indicates that the application of evidence-based management would achieve Business excellence in the studied sample.

The above statistical results support the validity of the main hypothesis.

5. Results and discussion:

The research reached a set of results that can be clarified in the following points:

- The theoretical and applied results of the research revealed that Evidence-Based Management is one of the foundations for achieving Business excellence, hence the importance of applying Evidence-Based Management to achieve Business Excellence.
- The results of the research showed a statistically significant impact between the application of Evidence-Based Management and the achievement of Business Excellence, and the dimensions of Evidence-Based Management explain the percentage (67.4%) in the variable of Business Excellence.
- Showing a positive and positive relationship of statistical significance between the dimensions of Evidence-Based Management and institutional superiority.
- Through the study, we found the validity of the studied hypothesis so that the institution achieves Business Excellence, using Evidence-Based Management.
- The results also showed that the studied sample has an average understanding of the concept of Evidence-Based Management, and the presence of advanced knowledge of the importance of achieving Business Excellence.

6. Conclusion:

Evidence-Based Management works to reduce the gap between practical reality and practice, as it is a set of practices supported by the results of scientific research and field studies of the institution or competing institutions, and aims to make decisions rationally and amendable based on objective scientific foundations, far from intuition or analysis based on subjective factors, in order to continuous improvement and excellence at every stage of the institution's life and activity and all available sources of information that are experienced, audited, and conclusions and lessons are drawn from them.

Thus, Evidence-Based Management is one of the most important ways that the organization can exploit to achieve Business excellence by achieving and continuity of customer satisfaction, and improving the performance and effectiveness of the organization compared to competitors, and the results achieved by the institution through Evidence-Based Management can be the same as the base for a new study and represent new evidence used later, whether from the institution itself or from other institutions.

7. Recommendations:

In light of the findings of the research, some recommendations and suggestions can be made to enhance the impact of the application of Evidence-based management to achieve organizational excellence:

- Keeping abreast of scientific studies and research, related to all functions of the institution;
- Training managers and staff of the organization to use evidence-based management approaches;
- Establishing a database for each sector, with the latest local and international scientific developments, to be able to make sound decisions, and support it with questionnaires and surveys of opinions for all stakeholders in the institution,
- Valuing scientific research and adopting a vigilance system within the institution to monitor all Scientific and organizational changes in the world and nationalism.

8. List of references:

1. Barends, E., & Rousseau, M. (2018). Evidence-based management: Making better organizational decisions. London: Kogan.
2. Briner, B., Denyer, D., & Rousseau, D. (2009, November). Evidence- Based Management: Concept Cleanup Time? *Academy of Management Perspectives* .
3. Maryam, B., & Barnawi, O. (2022). organizational Excellence Models Failure and Success Factors of Mitigation. *Open Journal of Business and Management* .
4. RB Brinre و DM Rousseau .(2011) .Evidence-Based I—O Psychology: Not There Yet .*industrial and Organizational Psychology* .4
5. Ritchie, I., & Dale, B. (2009, July). Self-assessment using the business excellence model: A study of practice and process. (Elsevier, Ed.) *International Journal of Production Economics* , pp. 241-254.
6. Robin, M., Musli, M., & Agustin, U. (2022). UNDERSTANDING BUSINESS EXCELLENCE. the Asian Productivity Organizations (APO) .

7. Sohrabi, Z., & Zarghi, N. (2015). Evidence-Based Management: An Overview. *Creative Education* , 6, pp. 1776-1781.
8. Anna, G & Dana, R. (2008). Selecting a Model for Evidence-Based Practice Changes: A Practical Approach. *AACN Advanced Critical Care*, 19 (3)