EXAMINING THE RELATIONSHIP BETWEEN THE ORGANIZATION AGE AND SIZE ON THE EXCELLENCE PRACTICES OF THE EUROPEAN MODEL IN NON-PROFIT ORGANIZATIONS IN KSA

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Abstract: **This study tries to provide an overall evaluation about the reality of excellence practices among the NPOs in Kingdom of Saudi Arabia based on the model of the European Foundation for Quality Management (EFQM) as a scale for measuring excellence practices. The research also investigated if there is a significant relationship between two selected independent variables, which are organization age and size on the excellence practices among NPOs in KSA. The methodology used in the study is quantitative method and SPSS was used to analyze the results. The result of the study indicates the mean percentage for excellence practices are 66.5% for the respondents of the questionnaire and there was no evidence that there is significant relationship between organization age and size on the excellence practices among NPOs in KSA. Finally, based on research findings, theoretical and practical implications were discussed and limitations and future research were highlighted.**

Keywords: **Excellence Practices, Model of EFQM- Organization Age- Organization Size.**

1. INTRODUCTION

1.1. Background of the Study:

Every professional organization is seeking for excellence and quality and this is due to their belief about the significant impacts of the institutional excellence practices on their staff and work environment. The excellence in general use is about doing your best. Thus, there are big number of theories and models that try to describe how to establish a culture of organizational excellence (Tremblay and Bentley,2015).

During the recent history, there were tremendous efforts spent for the purpose of acquiring quality and excellence in the context of organizations. One of the pioneers in this field was referred to Professor W. Edwards Deming who added some important theories and principles to this area. In 1950, the Japanese Union of Scientists and Engineers (JUSE) created the Deming Prize which examines the performance excellence through six areas in an organization which are the information, structure, people, rewards, learning systems and work processes. Also, the USA created its own model of institutional excellence which is the Malcom Baldrige National Quality Award (MBNQA). The award was established by U.S. Congress in 1987 and administrated by the American Society for Quality (ASQ). The Baldrige criteria for performance excellence based on the achievements and improvements in seven dimensions which are the leadership, strategy, customers, measurement, analysis & knowledge management, workforce, operations and results (ASQ website, 2018).

In the Europe and especially in 1992, it was the start of excellence model of the European Foundation for Quality Management (EFQM). It built based on 25 years' experience of working with organizations of different sizes and sectors.

The EFQM Excellence Model provides a holistic tool for assessing how effective an organization is in developing and delivering a stakeholder focused strategy. Used as a strategic evaluation tool, the EFQM Excellence Model offers a holistic view of the organization, highlighting its strengths and opportunities to improve. The EFQM Excellence Model is based on nine criteria. Five of these are "ENABLERS" and four are "RESULTS". The "Enabler" criteria cover what an organization does and how it does it. The "Results" criteria cover what an organization achieves (EFQM, 2012).

All the experts in the field agree that the organizational excellence is not absolute but it is incremental. Thus, it doesn't have an end point but a continuous journey. So, organizational excellence is dependent upon applying positive changes in the key areas and dimensions like what mentioned before. However, the appropriate change management is strongly required to communicate the changes during the journey of excellence in order to minimize uncertainty and unify all the efforts toward the strategic direction of the organization.

1.2. Problem Statement:

According to many previous researches has done on the organizations, the characteristics and behavior of an organization is affected as the age and size of the organization increases (Herim, 2017). For instance, some of these researches have concluded that the organizations are tending to be more formalism as its age and size increases. However, this fact is generalized on each type of organization weather it is profit or non-profit.

The problem that the research is trying to address is that examining the relationship between the organization age and size on the organizational behavior positively and enable these organizations to apply excellence practices in the non-profit sector especially with the increase of challenges and governmental expectations from this sector globally and locally in KSA.

From this point, I am going to examine the reality of some institutional excellence practices, extracted from the indicators of EFQM, in these organizations. Furthermore, I am keen on identifying if the results of the evaluation are affected by organization age and size or not. The plan is to use groups of NPOs' workers in KSA as respondents to administer research instrument in the fieldwork.

1.3. Objective of this Study:

The objectives of the study are:

1. To explore if the organization age affects the excellence practices based on the model of EFQM?

2. To explore if the organization size affects the excellence practices based on the model of EFQM?

1.4. Research Question:

A. Does the organization' age affect the reality of applying excellence practices of the European model in NPOs in KSA?

B. Does the organization' size affect the reality of applying excellence practices of the European model in NPOs in KSA?

1.5. Scope of the Study:

The goal of this study is to investigate the reality of the institutional excellence in the kingdom. As well, it aims to know the effect of organization' age and organization' size on the responses. This study will highlight the excellence practices in the organizations. Also, it will analyze the responses of random sample of workers in different NPOs in KSA.

1.6. Definition of Key Terms:

The EFQM Excellence Model was introduced at the beginning of 1992 as the framework for assessing applications for The European Quality Award (BASE, 2010). It has become a widely used organizational framework in Europe and the basis for many national and regional Quality Awards. The EFQM Excellence Model is a practical tool helping organizations to measure where they are on the path to excellence, helping them understand the gaps, and stimulating solutions. Moreover, it is applicable to any firm irrespective of size and structure, and sector.

2. LITERATURE REVIEW

2.1. The Third Sector in KSA:

The third sector is a famous terminology that refers to all entities, foundations, social and civil activities, legal non-profit unions and non-governmental foundations. It is considered a complement for the governmental (1st) sector and the special (2nd) sector for sustainable development especially in the modern countries (Al Sallomi, 2015).

In KSA and during the reign of the late king Abdul-Aziz and after unifying all parts of the country, there were public charity efforts for solving some social demands like poverty, elderly and orphans (Al Saleh, 2015). Next and especially in 1961, the late king Saud instructed a royal decree to establish a specified ministry for work and social affairs to supervise and administer the charity organizations in the kingdom and put the policies and instructions of work. From that time, the number of non-profit organizations in the kingdom started to increase until today. Al Saleh (2015) mentioned that the number of the organizations that administered by the social affairs ministry reached 591 organizations. During last five decades, these organizations has developed and followed the organizational manner (Al Zahrani, Awad & Shalabi, 2014).

The organizations in the charity sector can be categorized as two types. First, charity foundations that execute the social services based on the field and the social demand that organization is specialized on. The second is the grant foundations that do not execute projects but rather finance other charities to execute their initiatives.

2.2. The Excellence Model of EFQM:

The introduction of European Foundation of Quality Management (EFQM) Excellence Model was at the beginning of 1992 as the framework for assessing candidates for The European Quality Award. Then, it has become the basis for a series of national and regional Quality Awards in Europe. However, the model is used as a management system that encourages the discipline of organizational self-assessment. The outputs from self-assessment can be used as part of the business planning process and the model itself can be used as a basis for operational and project review. The EFQM Excellence Model is a practical tool to help organizations to do this by measuring where they are on the path to Excellence, helping them understand the gaps, and stimulating solutions. The beauty of the model is that it can be applied to any organization, regardless of size, sector or maturity.

The framework of the EFQM Excellence Model is based on nine criteria divided between two big areas which are "Enablers" and "Results" as shown in Figure1. Five of these criteria are "Enablers" and four are "Results". The "Enabler" criteria cover what an organization does. The "Results" criteria cover what an organization achieves. "Results" are caused by "Enablers" and feedback from "Results" help to improve "Enablers". The Model recognizes there are many approaches to achieving sustainable excellence in all aspects of performance (BASE, 2010).
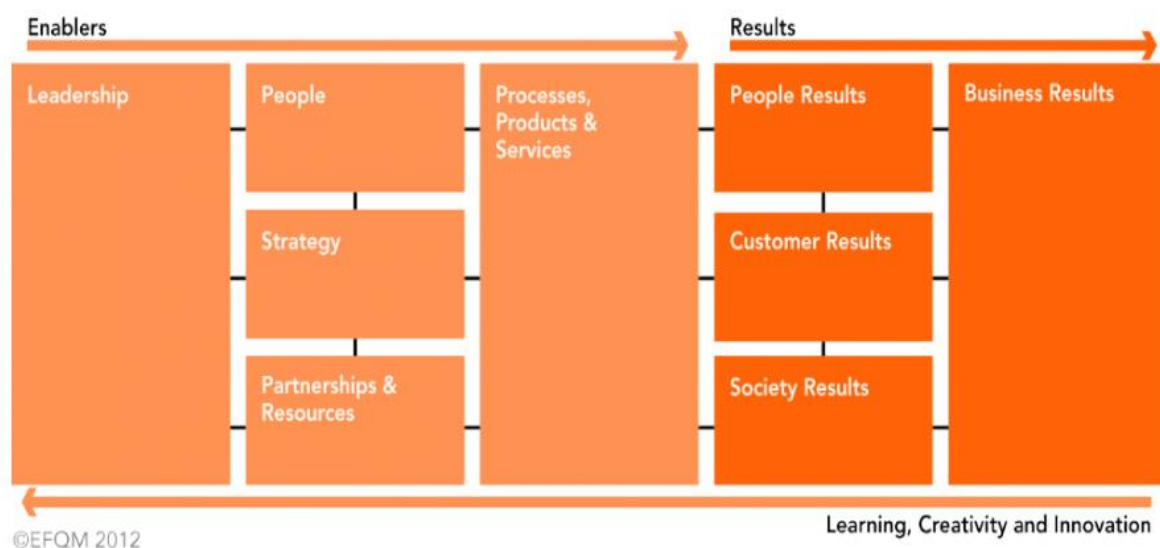

Figure 2.1: Model of EFQM

2.2.1. Enablers:

In this section, the model demonstrates what an organization does and how it does it. It consists of five main criteria: Leadership, Strategy, People, Partnerships & Resources and Process, Products & Services. The model suppose that the excellent organizations must have specific conditions regarding the previous criteria.

For leadership part, the leaders should have the capability to shape the future of the organization and make it happen, acting as role models for its values and ethics and inspiring trust at all times. They are flexible, enabling the organization to anticipate and reach in a timely manner to ensure the on-going success of the organization (EFQM, 2012). The strategy part suppose that the organization must implement its vision and mission by engaging the stakeholders and furthermore develop and deploy plans, policies and processes to deliver strategy.

The people part is related to the staff of the organization. Excellence practices must involve improvements of capabilities and promote fairness and equity. In addition, excellent organizations motivate, reward and recognize in way that motivates people build commitments and enables them to use their skills and knowledge for the benefit of the organization (EFQM, 2012). The part of partnerships and resources is focused on planning and managing the external partnerships, suppliers and resources to support the strategy. The last part is about the processes, products and services. It ensures that these processes, products and services must generate increasing value for customers and other stakeholders.

2.2.2. Results:

The second section in the EFQM model is the "Results" which demonstrates what an organization achieves. It consists of four main criteria: Customer Results, People Results, Society Results and Business Results. The designers of the model found that the excellent organizations set clear targets for key results based on the needs and expectations of their stakeholders, in line with their chosen strategy. Furthermore, these organizations have positive sustained results regarding their targets with well understanding for the relationship between causes and results.

2.3. The Impacts of implementing the model of EFQM:

The model of EFQM had acquired a global fame due to the good impacts of the implementation within the excellent organizations. According to the research done on a company in Sudan by Mohammed Ismail, he concluded that the implementation of the model of EFQM has good impacts on organization' performance. Additional effects of the implementation of the model is the improvement of image, greater client satisfaction, increased commitment (Tutuncu & Kucukusta, 2007). Another researchers concluded that the implementation of the model has a positive impact on maximization of the profits and satisfaction of employees (Nabitz, Jansen, van der Voet, & van den Brink, 2009; Tutuncu & Kucukusta, 2010, Dadfar, Dahlgaard, Afazeli, & Brege, 2015).

From the previous citations, it is supported that the excellence practices provide the organizations a lot of potential benefits internally and externally. It increases the overall performance which leads of course to more profits in context of profit organizations and positive social impacts in context of non-profit organizations and this. Furthermore, it increases the satisfaction of all the stakeholders internally and externally. In other words, the staff of the organization would become more loyal and commit which leads to more sustainability and decrease turnovers. Meanwhile, the external client would be more satisfied and welcomed to deal again with the organization. As a result of that, the organization would build a brilliant image locally.

2.4. Research Gaps:

Based on the literature review, there are many issues related to this field that I suggested to be studied and investigated. For example, the nine criteria of the model and connections between each of them with others and what are most required for achieving excellence practices. As well studying the impact of applying the practices of the excellence model on the non-profit organizations' performance. Also, the relationship between the organization age and size on the percentage of commitment to the excellence practices.

2.5. Conceptual Framework:

Firstly, there is determination of the excellence model of the European foundation for quality management (EFQM). As the organization get older and larger, the need to follow the excellence practices become higher to survive and stay at best performance. The conceptual framework for the study is shown in figure 2.
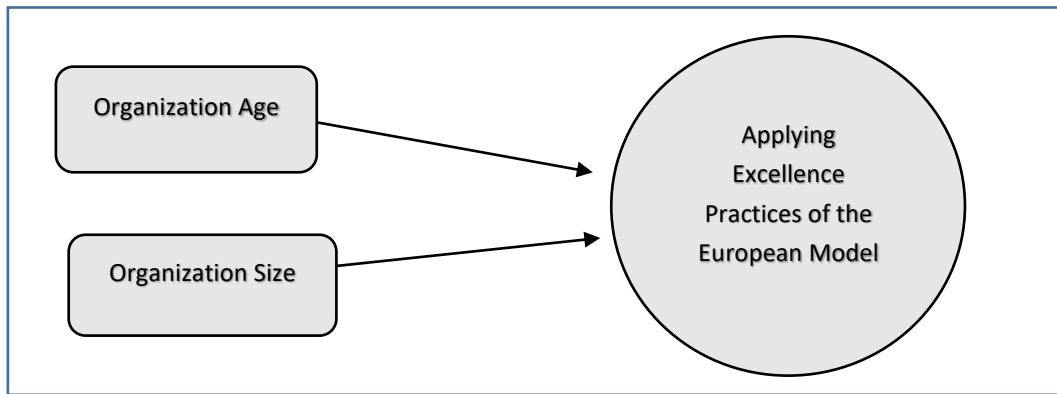
Figure 2.2: Conceptual Framework

3. RESEARCH METHODOLOGY

3.1. Research Design:

For purpose of drawing boundaries for the research and defining the study settings, the researcher should specify a design for the study. This study tries to investigate the reality of excellence practices in the NPOs in KSA. Moreover, it tries to study the relationship between the reality of the excellence practices and two independent variables which are the organization age and size. So, it is clear that this study is basically an evaluation research and also correlational research at the second position.

The researcher chose the European Form of Excellence as a scale for measuring the excellence practices due to several reasons. First, it is a globally well-known form and most of organizations had heard about before. Furthermore, there is a specific foundation in the KSA named Tamayyuz Center providing a training and awareness programs regarding EFQM for NPOs. Thus, the respondents are expected to be familiar with the survey questions. Another reason that the EFQM is a comprehensive tool and cover all the aspects around the organization internally and externally which gives more exact evaluation. Third, the parameters of the form are just two which are "Enablers" and "Results". The benefit of that is making the job of analyzing the results less complicated.

In this study, quantitative method is used based on database of employees who work through NPOs in KSA. The number of people in the database is about 400. The questionnaire is delivered and received online through WhatsApp message to all the addresses. The study relied on two sources of data collection, primary and secondary:

1. Secondary data:

It has been done by using the review and study of previous researches and different references related to the topic of the study published in books, journals, articles and websites.

2. Primary data:

The information was collected through the study's questionnaire. It was divided into three sections. First section is about the organization information which ask about two characteristics: the age of organization in units of years and the size in units of number of full-time employees. The second and third sections include information about the excellence practices. The second part is focus on practices regarding "Enablers" and the second is focus on the practices regarding "Results". The questions are adopted five-level Likert Scale tool as following (1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree and 5= Strongly Agree).

For ensuring that the survey is qualified to give accurate results, it is designed in light of the guidelines of the EFQM that published on the official website. The survey also has been judged by experts in the model and modified based on their feedback.

Selecting the NPOs in KSA in the research problem is because the third sector in this country is getting larger exponentially and also the claims for excellence practices are increasing continuously. Also, the researcher is one of the workers in a non-profit organization in KSA for more than four years. This experience helps him the ability to understand some of the priorities of the sector.

3.2. Population and Sampling:

3.2.1. Sampling Method:

In this part, the researcher describes the way of reaching the desired sample among the population. Nowadays, the technology makes this task easier and faster. For coordination and public relations among the NPOs workers, there are several WhatsApp groups for the employees in NPOs in KSA. The questionnaire of the study was delivered through these groups.

3.2.2. Sampling Size:

Generally, the larger sample size, the more sure you can be that their answers truly reflect the population. The calculation of equation of least sample size can be done manually or using specific websites. Also, based on (Sekaran 2003) table for sample size determination, the appropriate sample size for a population of 591 is 120 for 8% margin of error.

3.3. Data Collection and Procedures:

There are several options for collecting data from the desires sample like face to face meetings, social media and electronic mails. The electronic questionnaire is the chosen for this study and it was preferred for collecting data because it is easy for targeted sample to access and cost effective.

3.3.1.Pilot Study:

For conducting a research questionnaire, it must be tested firstly on a small sample to make sure that the questions of the questionnaire are clear for the respondents.

The questionnaire is distributed to a group of 33 participant representing all sizes and ages of the organizations. The purpose of this pilot study was to ensure that the respondents understand the questions well with no confusion while answering the questionnaire. The responses in the pilot study were analyzed using SPSS statistics to ensure reliability and validity of the questionnaire.

3.3.2.Reliability and Validity of Instrument:

Reliability of the questionnaire items are tested using Cronbach's alpha which is a measure of internal consistency reflecting how closely related a set of items are as a group. The whole 27 questions are tested together. Then the enablers parameter questions (19 items) and the results parameter questions (8 items) are tested for each group.

Table 3.1: Reliability of the Questionnaire Statistics

Group of items	Cronbach's alpha	No of items
All items of questionnaire	0.948	27
Enablers items	0.936	19
Results items	0.845	8

Cronbach's alpha for the whole questionnaire used for the pilot study is 0.948 which reflects that the items used in this study have an excellent reliability. Similarly, the Cronbach's alpha value for the two sections reflects very good reliability (table 3.1).

Validity of the items of the questionnaire are tested using the correlation between each item and the total score of the its related section. All questions in the enablers section showed high correlation except for the question No E11 which showed non-significant correlation with the total score as shown in table 3.2.

Table 3.2: Pearson's correlation between each question and the total score in the enablers section

Number of questions	Pearson Correlation with total score for Enablers	P value
E1	0.664	< 0.001
E2	0.736	< 0.001
E3	0.388	0.026
E4	0.609	< 0.001
E5	0.480	0.005

E6	0.698	< 0.001
E7	0.710	< 0.001
E8	0.777	< 0.001
E9	0.672	< 0.001
E10	0.790	< 0.001
E11	0.264	0.138
E12	0.743	< 0.001
E13	0.788	< 0.001
E14	0.816	< 0.001
E15	0.760	< 0.001
E16	0.803	< 0.001
E17	0.794	< 0.001
E18	0.775	< 0.001
E19	0.715	< 0.001

All questions in the results section showed high correlation except for the question No R1 which showed non-significant correlation with the total score as shown in table 3.3

Table 3.3: Pearson's correlation between each question and the total score in the results section

Number of questions	Pearson Correlation with total score for results	P value
R1	0.107	0.553
R2	0.853	< 0.001
R3	0.901	< 0.001
R4	0.715	< 0.001
R5	0.852	< 0.001
R6	0.665	< 0.001
R7	0.650	< 0.001
R8	0.790	< 0.001

Those two questions (E11 and R1) were revised and also discussed with some participants to ensure that they understood well the rationale of the questions and that there is no misunderstanding.

4. DATA ANALYSIS AND FINDINGS

The chapter presents the major findings of the study and discusses them. The main objective is to know the reality of the excellence practices and investigate the strength of the relationship between the excellence practices and organization' age and size.

4.1. The Background Profile:

The background profile for the respondents includes two information which are the organization age and organization size.

Table 4.1: Background Profile

	Category	Frequency	Percent	Com. Percent
Age of organization	1 to 5 years	25	20.5	20.5
	6 to 10 years	26	21.3	41.8
	11 to 15 years	30	24.6	66.4
	more than 15 years	41	33.6	100.0
size of organization	1 to 10 employees	58	47.5	47.5
	11 to 50 employees	35	28.8	76.3
	51 to 100 employees	7	5.7	82.0
	more than 100 employees	22	18.0	100.0

The number of organizations included in this study is 122. They were in four categories regarding the age of the organization and four categories regarding the size of the organization. Almost one third of the participants (33.6%) are organization more than 15 years old. Those from 11 to 15 years old represented 24.6% of the participants, and from 6 to 10 years represent 21.3%, while the least percentage (20.5%) are organizations of only 1 to 5 years old as shown in table 4.1 and graph 4.1. Just less than half of the participant (47.5%) organizations are of size of 1 to 10 employees. 28.8% of them are of 11 to 50 employees, 5.7% are 51 to 100 employees, while the organizations with number of employees more than 100 represent 18% as shown in table 4.1 and graph 4.2.
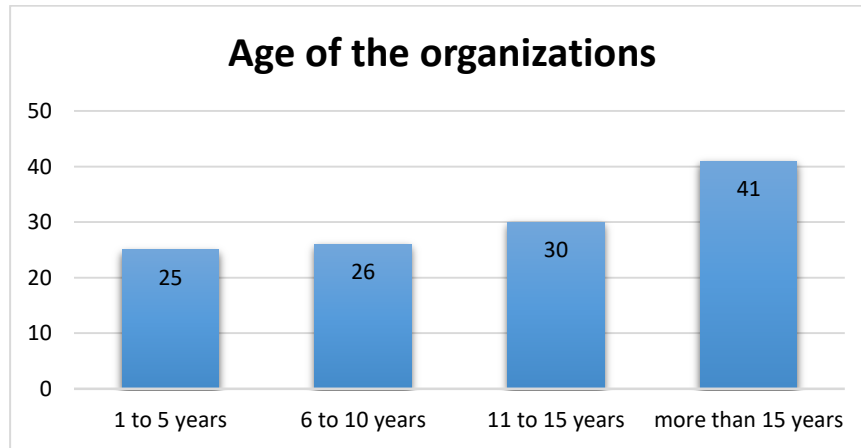
Graph 4.1: Distribution of the participant organizations regarding the age of the organization.
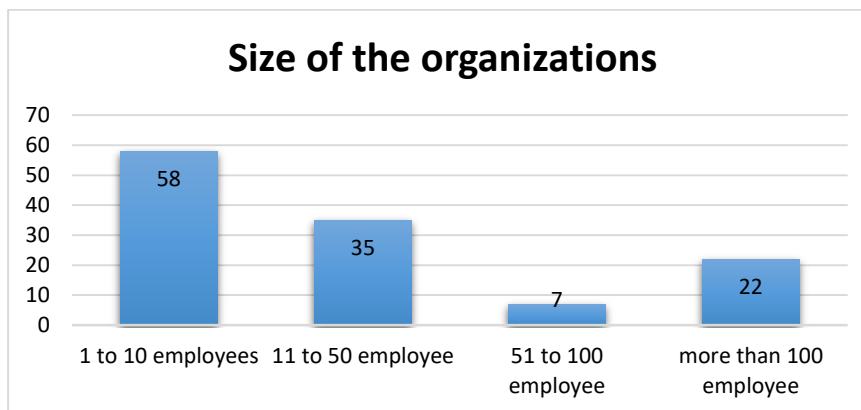
Graph 4.2: Distribution of the participant organizations regarding the size of the organization

4.2. Reliability:

Reliability of the questionnaire items are tested again using Cronbach's alpha which is a measure of internal consistency reflecting how closely related a set of items are as a group. According to Sekaran (2003), the better the reliability coefficient, the value of Cronbach's alpha is closer to one. Generally, if reliability was less than 60, it is considered to be poor, while if it falls within 70, it is acceptable and those over.

The whole 27 questions are tested together. Then the enablers parameter questions (19 items) and the results parameter questions (8 items) are tested for each group. Cronbach's alpha for the whole questionnaire used for the study is 0.968 which is even higher than the value obtained in the pilot sample reflecting that the items used in this study have an excellent reliability. Similarly, the Cronbach's alpha value for the two sections reflects very good reliability and the values are higher than that obtained from the pilot sample 3.1.

**Table 4.2.5: Reliability of the questionnaire statistics**

| Group of items	Cronbach's alpha	No of items
All items of questionnaire	0.968	27
Enablers items	0.958	19
Results items	0.905	8

4.3. Results of the Questionnaire:

The score of the questions in the enablers sector, the results sector and the score of all the questions are calculated and results are shown in table 4.3. The maximum possible score for them are 95, 40 and 135 respectively. The mean score in the enablers sector is 62.7 with the standard deviation 18.2. The distribution of the enablers scores is shown in graph 4.3. The mean score in the results sector is 27.1 with the standard deviation 7.2. The distribution of the results scores is shown in graph 4.4. The mean score in both sectors (all questions) is 89.8 with the standard deviation 24.7. The distribution of the scores is shown in graph 4.5.

Table 4.3: Results of the questionnaire

	N	Minimum	Maximum	Mean	Std. Deviation
Enablers	122	20	95	62.7	18.248
Results	122	9	40	27.1	7.215
Both	122	31	135	89.8	24.712
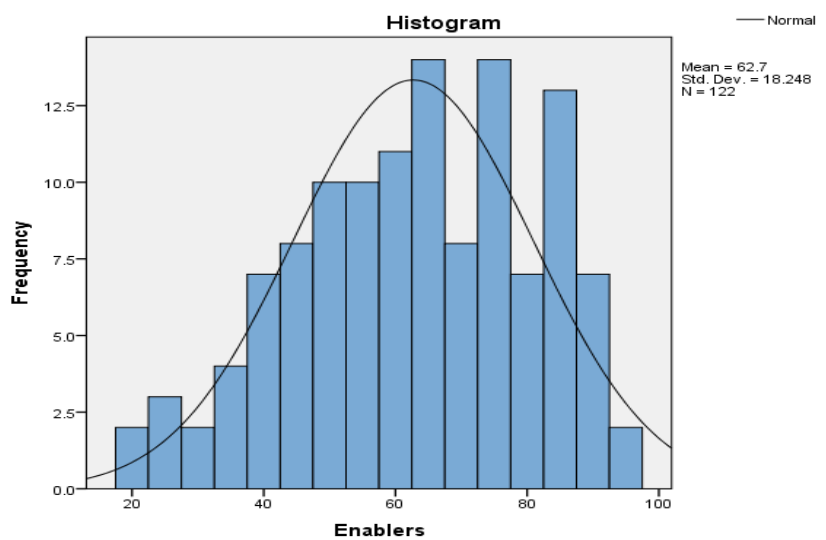
Graph 4.1: Distribution of the enablers scores
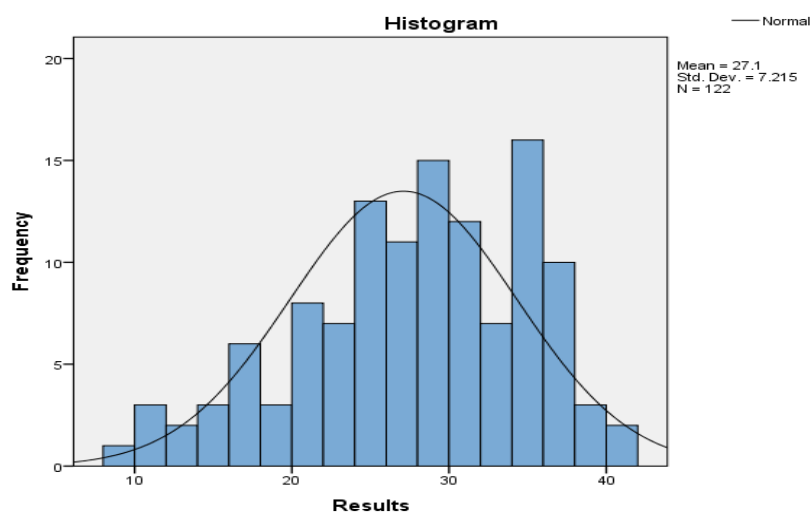
Graph 4.2: Distribution of the results scores
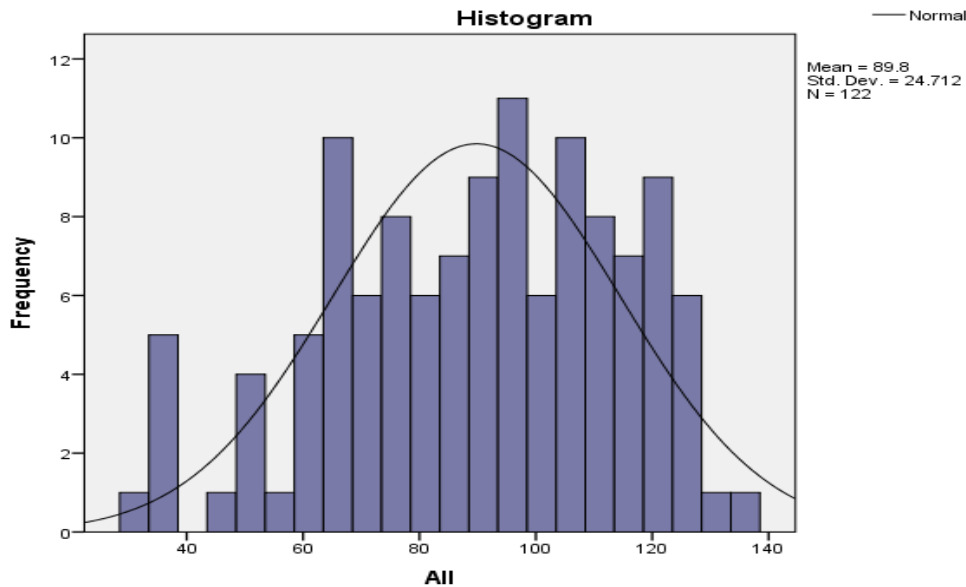
Graph 4.3: Distribution of the both sectors scores (all questions)

4.4. Correlation Analysis:

4.4.1. Pearson and Spearman Correlations:

Correlation between different sectors in the questionnaire is done and shown in Table 4.4. The correlation between the enablers scores and results scores was tested using Pearson's correlation. There is high correlation between the two scores with correlation coefficient = 0.857 and p- value< 0.001. This means that the organizations who scored higher in the enablers usually scored also high in the results.

The correlation between the size and age of the organization was tested using Spearman correlation and was found to be significant (p-value <0.001) but the correlation is low as the correlation coefficient = 0.37. This means that the size and age of the organizations are correlated but at a weak degree.

Correlation is then tested between the age of the organization and with the enablers score, the results score and the total score. The result showed that the age of the organization is not correlated with any of those scores with p-value always higher than 0.05.

Correlation is then tested between the size of the organization and with the enablers score, the results score and the total score. The result showed that the age of the organization is weakly correlated with the enablers score with correlation coefficient = 0.2 and the p-value = 0.023. It is also weakly correlated with the total score with correlation coefficient = 0.198 and the p-value = 0.029. The size of the organization is not correlated with the results score and the p-value = 0.119.

Table 4.4: correlation between different items in the study

		Type of correlation	correlation coefficient	p value
Enablers and results scores		Pearson Correlation	0.857	< 0.001
Age and size of organizations		Spearman Correlation	0.374	<0.001
Age of organization	with Enablers	Spearman Correlation	0.067	0.460
	with results	Spearman Correlation	0.033	0.719
	with total score	Spearman Correlation	0.066	0.471
Size of organization	with Enablers	Spearman Correlation	0.206	0.023
	with results	Spearman Correlation	0.142	0.119
	with total score	Spearman Correlation	0.198	0.029

4.4.2. Findings of Hypostudy Analysis:

H1: There is significant positive relationship between the organization' age and the excellence practices of the European Model

Correlation is tested between the age of the organization and with the total score. The result showed that the age of the organization is not correlated with enablers scores with p-value equal to 0.471. So, there is no evidence that there is significant positive relationship between the organization' age and the excellence practices of the European Model and in hence the hypostudy result is rejected.

H2: There is significant positive relationship between the organization' size and the excellence practices of the European Model

Correlation is tested between the size of the organization and with the total score. The result showed that the size of the organization is weakly correlated with enablers scores with p-value equal to 0.029. So, there is no evidence that there is significant positive relationship between the organization' size and the excellence practices of the European Model and in hence the hypostudy result is rejected.

4.5. Regression Analysis:

Regression analysis for prediction of the enablers and results scores is not possible using the age or size of the organizations as there is no correlation at all in the case of the age of organizations, or the correlation is very weak as in size with the enablers.

Comparison of scores achieved in different organization ages is compared using the one-way ANOVA but there was no significant difference in the enablers, the results or the total score in organizations of different ages with p-value always higher than 0.05 as shown in table 4.5.

Table 4.5: Comparison of scores achieved in different organization ages.

		N	Mean	Std. Deviation	test used	p value
Enablers	1 to 5 years	25	59.92	16.106	one-way ANOVA	0.628
	6 to 10 years	26	64.81	19.639		
	11 to 15 years	30	60.60	19.548		
	more than 15 years	41	64.59	17.856		
	Total	122	62.70	18.248		
Results	1 to 5 years	25	25.92	6.377	one-way ANOVA	0.470
	6 to 10 years	26	28.69	7.822		
	11 to 15 years	30	26.17	7.625		
	more than 15 years	41	27.49	7.025		
	Total	122	27.10	7.215		
All	1 to 5 years	25	85.84	21.410	one-way ANOVA	0.573
	6 to 10 years	26	93.50	26.456		
	11 to 15 years	30	86.77	26.617		
	more than 15 years	41	92.07	24.295		
	Total	122	89.80	24.712		

Comparison of scores achieved in different organization sizes is compared using the one-way ANOVA but there was no significant difference in the enablers, the results or the total score in organizations of different sizes with p-value always higher than 0.05 as shown in table 4.6.

Table 4.6. Comparison of scores achieved in different organization ages.

		N	Mean	Std. Deviation	test used	p value
Enablers	1 to 10 employees	58	59.66	17.860	one-way ANOVA	0.160
	11 to 50 employees	35	62.74	18.765		
	51 to 100 employees	7	65.00	19.528		
	more than 100 employees	22	69.91	17.085		
	Total	122	62.70	18.248		

Results	1 to 10 employees	58	26.34	7.127	one-way ANOVA	0.411
	11 to 50 employees	35	26.71	8.024		
	51 to 100 employees	7	29.29	5.707		
	more than 100 employees	22	29.00	6.429		
	Total	122	27.10	7.215		
All	1 to 10 employees	58	86.00	24.158	one-way ANOVA	0.204
	11 to 50 employees	35	89.46	26.042		
	51 to 100 employees	7	94.29	24.178		
	more than 100 employees	22	98.91	23.147		
	Total	122	89.80	24.712		

5. CONCLUSION

This chapter is going to be conclusion and summary for the research. It will present the summary of the findings, discussions of research question results, limitation and direction for the future studies. However, this study was carried out to evaluate the reality of excellence practices in NPOS in KSA and to investigate if there is significant relationship between the excellence practices and two independent variables which are the organization age and size.

5.1. Major Findings:

The main purpose of the study is to evaluate the reality of excellence practices in NPOs in KSA and then investigate if the responses were affected by two independent variables which are the organization age and size. The respondents of the questionnaire were 122 and by analyzing the results of their responses, the mean score of the excellence practices was 89.8 which represents 66.5% of the total score for the questionnaire. Regarding the two categories "Enablers" and "Results", the mean scores were 62.7 (66%) and 27.1 (67.5%) respectively.

However, four hypotheses represented in this study and the summary of findings of this hypostudy are discussed below:

H1: was rejected. Thus, there is no evidence there is a significant relationship between the organization' age and the excellence practices of the European Model.

H2: was rejected. Thus, there is no evidence there is a significant relationship between the organization' size and the excellence practices of the European Model

5.2. Discussion of the Results:

According to the design of research that used in this study, 400 respondents were invited to participate. However, 122 respondents fully completed the questionnaire. The sample size was suitable in comparison to the total population which reach 591 for error margin 8%.

The respondents were asked to fill three parts of the questionnaire. First is about organization information, they were asked about their organization age in terms of years and size in terms of number of full-time employees. Second part is about excellence practices regarding "Enablers" and the third is about "Results". In the last two parts, they were asked to evaluate the real situation inside their organizations regarding these practices.

After the survey responses for the study were completed and collected, the data was first download as excel file and then imported into SPSS for analysis. The results gathered from the study were used to evaluate reality of excellence practices in NPOs in KSA and then investigate the relationship between organizations' age and size on the excellence practices regarding "Enablers" and" Results". The review of the literature written in this field describes the model of EFQM and its impact on organizations.

According to the result of the questionnaire, the main highlights that help us to address and identify the reality of applying excellence practices based on the European model. the mean score of the excellence practices for the participants NPOs was 89.9 out of 135 which represents 66.5%. The Enablers criteria' mean score was 62.7 out of 95 which represents 66%. The Results criteria' mean score was 27.1 out of 40 which represents 67.75%.

5.3. Contributions of the Study:

5.3.1. Theoretical Contribution:

The study provides a contribution effort regarding examining the relationship between the age and size of non-profit organizations and the institutional excellence practices. The analysis result support that as the non-profit organizations get older, its excellence practices don't be affected. Furthermore, as they get larger regarding the number of staffs, the excellence practices also don't be affected.

5.3.2. Practical Contribution:

The study aimed first to provide an overall evaluation about the real situation of applying excellence practices based on the European model in NPOs in KSA. This information could help the leaders of these organizations to think about the horizons of improvements inside their organizations. Furthermore, it could motivate them to follow the pioneers since there are some of those excellent models of NPOs following these practices.

5.4. Limitations and Recommendations for Future Studies:

The study selected KSA as a limited location since the researcher lives there. Also, the study was limited on non-profit organizations because the nature of the researcher' job and interest. The study selected the EFQM approach as a scale of excellence practices among many approaches because its vast fame and comprehensiveness. The study selected two independent variables which are the organization age in terms of years and organization size in terms of number of full-time employees.

Also, the results of analysis may support the opinion that the situation of excellent practices is subjected mainly to other factors like the leadership manner or employees' culture regardless the organization age or size. These factors and others are suggested to be studied.

The analysis of study also shows a positive relationship between the "Enablers" scores and "Results" scores which need to be verified in future studies.

However, the study might be conducted in other limitations like other countries, choosing another quality approach and different independent variables like the leadership manner or employees' culture. It naturally can differ than the result of this study for the variation of the previous limitations.

5.5. Conclusion:

In brief, the results of this study bring that the excellence practices in NPOs percentage is about 66.5%. the correlation analysis shows that usually if an organization get high score in "Enablers" sector, get higher score in "Results" sector which address the relationship between these two categories of excellence practices. Based on the results of analysis, there were no evidences that the percentage of applying excellence practices' scores are affected by organization age or size which may support that applying of excellence practices is subjected to other factors regardless the organization age or size.

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