

Achieving the Customer Results Criterion According to the Organizational Diagnosis Strategy: A study in the youth and sports sector in Najaf Governorate

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Abstract

The present study aims to identify the role of organizational diagnosis strategy in achieving customer results by young in Najaf. The youth sector attracts the interests of organizations concerned with building and raising youth awareness. In the pursuit of obtaining the objectives of the present study, the descriptive analytical approach is adopted. The data was obtained by distributing (240) questionnaires to a sample of service recipients, who are the youth segment, to indicate the extent of their satisfaction with the services provided by the organization in question. The questionnaires were analyzed based on (SPSS V.26) and the number of valid questionnaires for statistical analysis was (220). After carrying out the organizational diagnosis process, the results proved that there was no satisfaction on the part of the youth with the services provided to them. The standard of customer results appeared to be below the required level.

Keywords: Organizational Diagnostic Strategy, Customer results, Youth and sports sector.

Introduction

Nowadays, youth and sports organizations live in a highly changing environment. These organizations are characterized by a large degree of complexity and instability. Political, economic, and social fields have affected them, which made it difficult for them to predict their future and achieve their goals. With the existence of such a stormy environment, managers need to adopt a new approach and change the way they view the world. Organizational diagnosis is one of the modern management concepts that help these institutions respond quickly to changes and adapt and adapt to the external environment surrounding them. Organizational diagnosis helps those institutions identify their current and future capabilities. It provides them with information that help them in making decisions. From this point of view, the present study attempts to address the role of organizational diagnosis strategy in achieving customer results by identifying the satisfaction

of young people with the services provided to them and diagnosing the reasons for the deterioration of services.

literature review

First: The concept of Customer Results

The Customer Results criterion is one of the most important criteria of the European Model of quality. Customer is the first and last person to evaluate the quality of the product and service (GÜMÜŞTEKİN et al. 2009). The customer results criterion consists of a number of sub-criteria and a set of indicators to measure each criterion as follows (Escrig and De Menezes, 2015):

1. Analyzing customers' perceptions of the organization, which can be obtained through many sources, such as customer opinions questionnaires, praise, complaints, and others.

2. Analyzing performance indicators. They are the measures that the organization uses for the purpose of understanding, controlling, and improving its performance towards its customers.

Second: The concept of organizational diagnosis strategy

There are many organizational development strategies that contribute to improving organizational effectiveness and performance. Organizational diagnosis strategy is one of the most important of these strategies, which presents an assessment of the current situation of the organization in order to determine the most appropriate interventions for its future development (Stegerean et al. 2010).

Organizational diagnosis is defined as a method that is used to analyze the organization in order to identify organizational deficiencies. In itself, organizational diagnosis is related to the concept of organizational analysis. It is also similar to organizational analysis in many respects as both methods focus on understanding the organizational content, that is, on identifying the elements of the organization. Both methods start with certain organizational models and use very similar techniques for data collection and processing (Janićijević, 2010).

Third: Dimensions of organizational diagnosis strategy

The dimensions of the E. MORIN & A. SAVOIE model will be adopted in the present study. The researcher believes that these dimensions are highly demanded for improving the performance of the youth and sports sector. Studies carried out by researchers in this field confirmed the importance of adopting this model that contributes to the integration of The role of human resources in achieving the sustainability of the organization (Belbachir et al. 2020). The following is a detailed explanation of these dimensions.

1. Enterprise Sustainability

The primary objective of the sustainability of the organization is to achieve the well-being of

current and future generations (Chofreh et al. 2018). The sustainability of the organization is a strategic issue that the organization can achieve if it pays attention to the balance between economic, social, and environmental aspects (Sapta et al. 2021).

2. Economic Efficiency

Economic efficiency is based on an economic perspective, which is the ability of managers to provide products or services with high quality, at low cost, and within a specified period of time (Belbachir et al. 2020). Economic efficiency is the comparison of the impact of the results of the organization's activities in the health and sports fields with the resources that have been expended and the physical and intellectual effort to achieve the goals (Roşca, 2017).

3. The Value of Individuals

Human capital is the greatest wealth of the organization (Kolková, and Maňák, 2017). Organizations have recognized the value of people as the path to sustainable profitability (Nandan, 2020). Individual values contribute to the organization's growth process (DiPietro, 2009). Therefore, what the organization does every day to create value for its members is the basic reason for its existence and its sustainability (Willard, 2021).

4. Organizational Legitimacy

The concept of organizational legitimacy has aroused curiosity within the field of regulation. It has also attracted significant interest in management research. It is now considered a new research perspective and a pivotal component of the sustainability of organizations (Tang, 2017). The concept and meaning of organizational legitimacy is meant to assess the role of the organization and its usefulness or danger for the society. It is a judgment made by stakeholders, which assumes that the organization is behaving in a correct and fair manner, as the organization is given legitimacy by the masses based on the judgment they make about the organization when they see the organization's efforts and performance as right or wrong (Kuruppu et al. 2019).

5. The Political Dimension

Political events are considered the most important reasons that led to the growth of bureaucracy in the administrative organs of organizations and affected the decentralization of decisions (Kim and Kim, 2021). All political variables such as political competition, democracy, and political stability have proven to have an impact on the development of the organization (Bhat et al. 2021).

Methodology

The descriptive analytical approach was adopted through distributing (202) questionnaires to young people for the purpose of indicating the extent of this segment's satisfaction with the services provided to them by the organization in question. (230) questionnaires were fully retrieved, but it was found that (10) of them do not meet the conditions. Thus, the actual sample size was (220) questionnaires valid for statistical analysis. The questionnaire consisted of (11)

items that were built according to organizational diagnosis strategy to identify and diagnose the reasons for achieving or not achieving the customer results criterion.

The Results

The researcher analyzed a questionnaire for the segment benefiting from the services of the youth and sports sector. Customer satisfaction is one of the most important basic criteria in achieving excellence performance. A set of advanced statistical methods were used, which are compatible with the nature of the data and variables, by adopting (SPSS V.23). Through the results of the questionnaire, the percentage of males participating in the questionnaire appeared to have reached 76%). As for the percentage of females, it was. (24%). Table (1) and Figure (1) below show the percentages of agreement for the respondents' answers about the availability of the questionnaire items in the organization in question.

Table (1) Availability rates for the study items

No.	Services provided by youth and sports sector	Arithmetic mean	Standard deviation	Availability rate
1	They are high quality services	1.95	0.212	39.06
2	They meet my desires and ambitions	1.97	0.180	39.33
3	They have strong infrastructures and use advanced technologies	1.95	0.225	38.93
4	They use motivating methods	1.96	0.197	39.2
5	They are compatible with traditions and customs of my society	3.31	0.645	66.13
6	They are offered after taking young peoples' viewpoints	1.95	0.225	38.93
7	They lack specific requirements of sport, artistic, and cultural activities	1.95	0.212	39.06
8	They lack promotion and media	1.93	0.262	38.53

9	They help me find a job in the labor market	1.89	0.310	37.86
10	They enhance customer-institution relationships	1.93	0.250	38.66
11	They lack professional staff	1.99	0.115	39.73

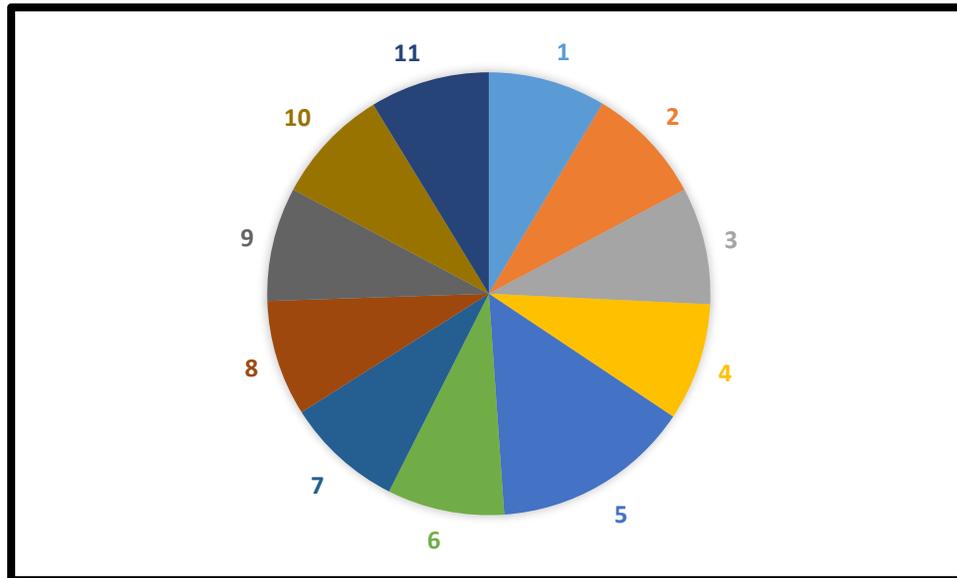


Figure (1) Percentages of young peoples' answers for the questionnaire items

The quality of services provided by the youth and sports sector, expressed in the item (high quality), achieved an arithmetic average of (1.95), i.e., an availability ratio of (39.06), which is a very low percentage. This indicates that there is a weak interest in the quality of the service provided.

1. Satisfaction with the services provided by the youth and sports sector, which is expressed in the item (they meet customers' desires and ambitions) achieved an arithmetic average of (1.97), and an availability ratio of (39.33), which is a very low percentage that indicates that there is a weak interest in youth satisfaction with the services provided to them.

2. The infrastructure and technology expressed in the item (they have strong infrastructure and use advanced technologies) achieved an arithmetic average of (1.95) and an availability rate of (38.93), which is a very low percentage that indicates that there is a weak interest in the infrastructure and technology used.

3. The motivation methods expressed in the item (they use motivating methods) achieved an arithmetic average of (1.96) and an availability rate of (39.2), which is a very low percentage that indicates that there are no clear methods to motivate and encourage young people.

4. The impact on the society expressed in the item (they are compatible with the traditions and customs of my society) achieved an arithmetic average of (3.31) and an availability rate of (66.13), which is a relatively high percentage that indicates that the services provided, despite their simplicity, do not contradict the traditions and values of society.

5. The process of preparing the services expressed in the item (they are offered after taking young people's viewpoints) achieved an arithmetic average of (1.95) and an availability rate of (38.93), which is a very low percentage that indicates that the services provided do not take young people's viewpoints into account.

6. The equipment for related activities and programs expressed in the item (they lack specific requirements of sport, artistic, and cultural activities) achieved an arithmetic average of (1.95) and an availability rate of (39.06), which is a very low percentage that indicates that there is a weak interest in equipment for sport, cultural, and artistic activities.

7. The equipment for related activities and programs expressed in the item (they lack promotion and media) achieved an arithmetic average of (1.93) and an availability rate of (38.53), which is a very low percentage that indicates that there is no effective promotion strategy that can achieve the purpose of the existence of the organization in question, which may be a reason for the community's lack of awareness of the services provided, particularly young people.

8. The item (they help me find a job in the labor market) achieved an average of (1.89) and an availability rate of (37.86), which is a very low percentage that indicates that dealing with the organization in question will not benefit the customers looking for Enabling tools to get a job that provides them with a decent living.

9. The item (they enhance customer-institution relationships) achieved an arithmetic average of (1.93) and an availability rate of (38.66), which is a very low percentage that indicates that the activities of the organization in question will not increase the association of young people with it.

10. The item (they lack professional staff) achieved an arithmetic average of (1.99) and an availability rate of (39.73), which is a very low percentage that indicates that the employees in the organization in question are not professional. So, they are unable to provide excellence services.

Conclusions

1. The customer results criterion is considered one of the basic criteria and the mission on which the excellence performance is based. Despite this, it is clear from the results and availability rates above that young people are

not satisfied with the services provided to them by the youth and sports sector, which confirms the existence of the problem in the organization in question.

2. The practical results proved that the services provided are not of high quality and do not meet the desires of young people.

Recommendations

1. Focusing on young people and identifying their needs and desires through the use of organizational diagnosis strategy.

2. Paying attention to the quality of services as a key feature to achieving excellence performance.

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