

# The Role Of Organizational Diagnosis Strategy In Achieving Excellence Performance According To The European Model Criteria (Efqm). A Study In The Youth And Sports Sector In Najaf

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## Abstract

The present study aims to identify the role of organizational diagnosis strategy in achieving excellence performance in the youth and sports sector in Najaf according The European Model Criteria. 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 analyzed according to the (Smart PLS) program by distributing a questionnaire to a sample of (186) employees and workers. The results proved that there is a statistically significant correlation between organizational diagnosis strategy and excellence performance.

**Keywords :** Organizational Diagnostic Strategy, Excellence Performance, EFQM.

## 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 various theoretical and practical aspects of organizational diagnosis and excellence performance.

## Literature review

### First: The concept of organizational diagnosis strategy

Before addressing the concept of organizational diagnosis, it is necessary to determine the meaning of the origin of the word diagnosis. Diagnosis means the ability to distinguish. It is a word of Greek origin. It is used in many different disciplines. It contributes to determining the nature and cause of anything through diagnostic strategies

and methods that use logic, analysis, and experience to determine cause-effect relationships, identify causes of symptoms, and develop solutions to problems (denton, 2020). 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. It provides 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).

## **Second: 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).

### **Third: The concept of excellence performance**

Organizations are called distinct when they have a positive impact on their internal and external environment (Periañez-Cristobal et al., 2020)). The concept of quality refers to a comprehensive effort that requires skill and ability in managing the organization to achieve desirable and tangible results that outperform other organizations (Uygur and Sumerli, 2013). It was also defined as the organization's ability to invest the efforts of its

human resources for the purpose of achieving its goals and objectives (Ali and Ismail, 2021)).

#### **Fourth: Dimensions of excellence performance**

The present study adopts the criteria of the European model of excellence as dimensions to achieve excellence performance due to its consistency with the organization in question. The European model consists of nine dimensions as follows (Martinez-Moreno and Suárez, 2016):

##### **1. Leadership**

Distinguished organizations depend on leaders with a strategic vision who are able to face the changes encountered by the organization (Keshtegar et al. 2021). Peter Drucker used to say that leadership does not mean ranks, privileges, titles, or money, but leadership means responsibility (Talmaciu et al. 2015).

##### **2. Strategy**

Strategy has taken an important place at the present time, especially in the field of management. It has been used in many fields such as sports, politics, and economics (Cakmak and Tas, 2012). Strategy has been defined as a broad plan that moves towards the future and interacts with the external environment for the purpose of achieving the goals of the organization (Pearce and Robinson, 2013).

##### **3. Human resources**

In order for the organization to achieve excellence performance, a set of sub-criteria must be available, including the existence of human resources plans that contribute to supporting the organization's strategy, developing human resources skills and capabilities, engaging them, enabling them to work, rewarding, recognizing, and caring for employees (Escrig and de Menezes, 2015).

##### **4. Partnerships and resources**

Distinguished organizations plan and manage buildings, equipment, and financial resources and check whether they use these resources efficiently or not (Uygur and Sümerli, 2013). The purpose of all this is to support the organization's strategy and

policy to reach excellence performance (Canitez et al. 2016).

##### **5. Operations and services**

The operations and services criterion is the most important among the input criteria of the European model. Distinguished organizations design and improve their operations and services to give value to their customers and other beneficiaries (Uygur and Sümerli, 2013; Hemsworth, 2016).

##### **6. Customer results**

Customer is the first and the last person to evaluate the quality of the product and service (GÜMÜŞTEKİN et al. 2009). This criterion reveals that the main goal is that the quality of the service provided reaches the maximum level on a continuous basis (Uygur and Sümerli, 2013).

##### **7. HR outcomes**

In this criterion, an overview of employees and an objective evaluation of their performance is conducted by examining absenteeism, job satisfaction and their participation in job processes (Uygur and Sümerli, 2013; Canitez et al. 2016).

##### **8. Community outcomes**

According to the European Foundation for Quality Management model, distinguished organizations achieve results that meet or exceed the needs and expectations of the community in which they operate (Canitez et al. 2016).

##### **9. Key performance results**

The input criteria for the European model relate to how the organization operates in order to arrive at the key performance results (Uygur and Sümerli, 2013). In order for organizations to achieve excellence performance, they must measure their performance according to multiple dimensions and criteria (Hemsworth, 2016).

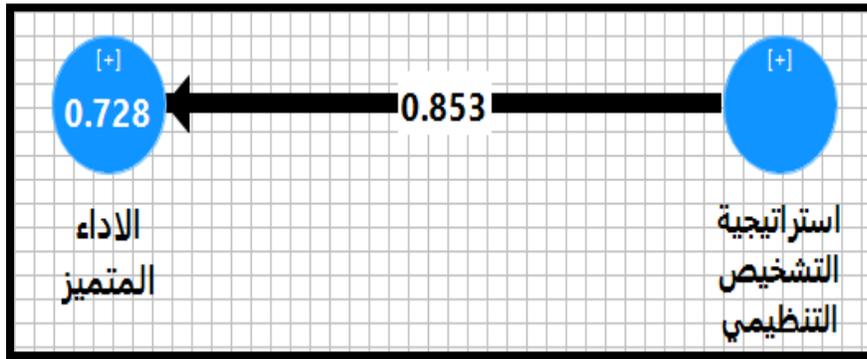
##### **The methodology**

Organizational diagnosis strategy scale was adopted based on a number of previous studies. The questionnaire that was distributed to a number of (186) employees in the youth and sports sector

was based on the dimensions of the (E.MORIN & A.SAVOIE) model. Previous studies recommended application of this modal in organizations, including the study of (Belbachir et al. 2020). This model consists of five dimensions, including organizational sustainability, economic efficiency, employee value, organizational legitimacy, and political dimension. With regard to the excellence performance measurement, the nine criteria of the European (EFQM) model have been adopted according to the study of (Martinez-Moreno and Suarez, 2016).

## The Results

After collecting the data, the researcher analyzed it using SPSS V.26 and Smart pls programs to find out the effect and correlation between the organizational diagnosis strategy and excellence performance through testing the main hypothesis, which states that there is a statistically significant correlation between organizational diagnosis strategy and excellence performance. To test this Hypothesis, the structural model shown in Figure (1) has been built, the results of which are presented in Table (1).



**Figure (1) Structural modal of testing the second main hypothesis**

Note: Numbers in the arrows represent the path coefficient and numbers in the circles represent the coefficient of determination. The symbol [+] indicates that the items that are dependent on the variable are hidden because they are not needed in the evaluation of the structural model.

**Table (1) Results of the evaluation of the structural model for the second main hypothesis**

SRMR	Hypothesis	Path	VIF	Path coefficient	T-value	P-value	Result	Effect (F2)	R2 coefficient	Average R2
0.055	H2	OSS→INP	1	0.853	18.254	0	Acceptance	1.315	0.728	0.662

Table (1) presents the results of evaluating the structural model for the main hypothesis. It revealed that the SRMR standard of 0.055 achieves the required standard for the quality of conformity. It also revealed that the path coefficient reached 0.853, which fulfills the required standards of t and p values. This indicates the significance of the influence relationship. Therefore, the second main hypothesis is accepted. Besides, the coefficient of determination R2 was (0.728). Therefore, the independent variable interprets the dependent

variable by 72%, and the remaining value represents other factors that were not addressed in the present study.

### Testing the sub-hypotheses of the main hypothesis

The researcher built the structural model that appears in Figure (2) for the purpose of testing the sub-hypotheses of the main hypothesis

A. H2-1 There is a statistically significant correlation between the sustainability of the organization and the excellence performance.

B. H2-2 There is a statistically significant correlation between economic efficiency and excellence performance.

C. H2-3 There is a statistically significant correlation between the value of employees and excellence performance.

D. H2-4 There is a statistically significant correlation between organizational legitimacy and excellence performance.

E. H2-5 There is a statistically significant correlation between the political dimension and excellence performance as shown in Table (2).

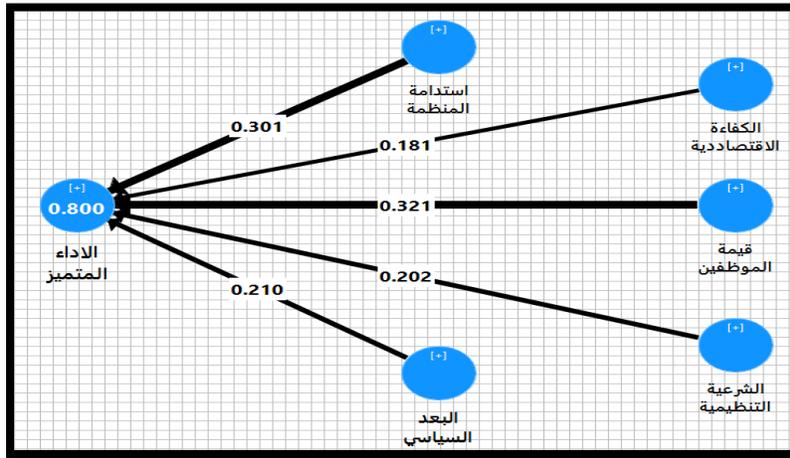


Figure (2) Structural modal of testing the sub-hypotheses

Note: Numbers in the arrows represent the path coefficient and numbers in the circles represent the coefficient of determination. The symbol [+] indicates that the items that are dependent on the

variable are hidden because they are not needed in the evaluation of the structural model.

Source: Smart PLS outputs

Table (2) Results of the evaluation of the structural model of the sub-hypotheses

SRMR	Hypothesis	Path	VIF	Path coefficient	T-value	P-value	Result	Effect F2	R2 coefficient	Average R2
0.060	H2-1	SO→INP	1.347	0.301	5.848	0.002	Acceptance	0.014	0.800	0.798
	H2-2	EC→INP	1.76	0.181	3.039	0.012	Acceptance	0.084		
	H2-3	EV→INP	2.483	0.321	7.063	0.000	Acceptance	0.568		
	H2-4	OL→INP	1.975	0.202	5.548	0.001	Acceptance	0.376		
	H2-5	PD→INP	1.893	0.210	5.872	0.001	Acceptance	0.446		

Table (2) presents the results of the evaluation of the structural model for the sub-hypotheses of the second main hypothesis. It revealed that the SRMR criterion of 0.060 fulfills the required standard for the quality of conformity. It also revealed that the path coefficients of the sub-hypotheses have met the required criteria of t and p values, which indicates the significance of these correlations. Thus, the sub-hypotheses Emerging from the second main hypothesis are accepted. It should be noted that the dimension of employee value was the most influential in achieving excellence performance. The path coefficient was (0.321) and the coefficient of determination R<sup>2</sup> was (0.800). Therefore, the dimensions of organizational diagnosis strategy have interpreted (80%) of the factors that explain the excellence performance variable. The remaining ratio represents factors that were not addressed in the present study.

### Conclusions

1. The practical results of the present study proved that there is a statistically significant correlation between organizational diagnosis strategy and achieving excellence performance.
2. The results of the present study revealed that there is a statistically significant correlation between the organization's sustainability dimension and achieving excellence performance.
3. The present study revealed that there is a statistically significant correlation between the dimension of economic efficiency and excellence performance.
4. The results proved that the value of employees positively affects the achievement of excellence performance.
5. It is clear from the results of the statistical indicators that there is a statistically significant correlation between the dimension of organizational legitimacy and excellence performance.
6. The practical results proved that there is a statistically significant correlation between the political dimension and achieving excellence performance.

### Recommendations

1. Encouraging officials and senior management in the youth and sports sector to formalize the implementation of the organizational diagnosis strategy and spread it within the organization.
2. Supporting employees and paying attention to those with excellence performance to make them among the priorities of the sector as they are the intellectual capital.
3. Adopting the criteria of the European model and following-up their application by the senior management of the organization.
4. Paying attention to quality as a key feature to achieve excellence performance.

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