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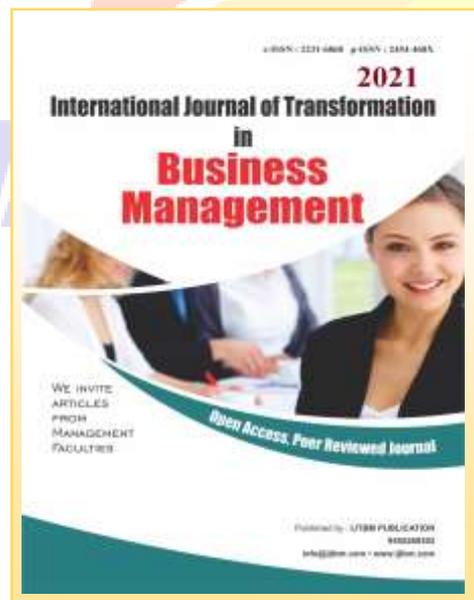
DIAGNOSING THE LEVEL OF STRATEGIC
PERFORMANCE ACCORDING TO THE BALANCED
SCORECARD OF DHI QAR UNIVERSITY

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ABSTRACT

This study aims to show the impact of the organizational diagnosis variable on strategic performance using the balanced scorecard technique. (12) colleges were selected out of (20) colleges at Dhi Qar University as an environment for application.

The study sample included (75) university leaders, and the questionnaire was used as a main tool in collecting data and information necessary for the study. For the purpose of data analysis and statistical processing, the study relied on a set of appropriate statistical methods such as the normal distribution test, confirmatory factor analysis, descriptive statistics, Pearson's correlation coefficient and structural equation modeling based on ready-made statistical programs (SPSS V.23, Amos V.23). The study reached a set of results, the most important of which was the presence of a strong and significant effect of the organizational diagnosis variable on strategic performance. With the field reality of the work that would positively affect the enhancement of its capabilities, the quality of its services and the achievement of qualified levels of strategic performance.

Functional terms: *organizational diagnosis, strategic performance, and colleges of Dhi Qar University.*

THE INTRODUCTION

The success of organizations, especially service organizations, and in their various fields depends to a large extent on the adoption of accurate diagnostic practices that have a significant impact on their performance, and that depend primarily on practical procedures in the work environment.

From this context, organizations face many challenges and problems and therefore should be able to adapt to new solutions in order to survive in a rapidly changing environment, where organizational capabilities are visualized as performance indicators that the organization needs in order to operate and successfully implement

innovations and innovations at the organizational level. .

The importance of this study was manifested in its novelty and the importance of its variables. Studies in this aspect are very few, and the Iraqi environment is in dire need of such studies. The idea of the current study was crystallized, which centered on studying the impact of organizational diagnosis on strategic performance, as a number of Dhi Qar University faculties were selected as a field for application. And to reveal the extent of their application to the dimensions of organizational diagnosis and what is the impact of those dimensions in enhancing strategic performance.

THE FIRST TOPIC: RESEARCH METHODOLOGY

First: The Research Problem

One of the success factors for organizations today is the ability to make diagnosis and proper implementation. Organizations may fail in change and improvement efforts due to their inability to perform proper organizational diagnosis. Within this context, organizations face many challenges and problems and therefore should be able to adapt to new solutions. In order to survive in a rapidly changing environment, it becomes necessary to take the necessary steps to conduct organizational diagnostics to identify problems and meet challenges, as organizational capabilities are visualized as performance indicators that the organization needs in order to operate and successfully implement innovations and innovations at the organizational level.

The importance of this study was manifested in the novelty and importance of its variables. Studies in this aspect are very few, and the Iraqi environment is in dire need of such studies. The idea of the current study was crystallized, which centered on studying the impact of organizational diagnosis on strategic performance, as a number of colleges of Dhi Qar University were selected as a field for application. And to reveal the extent of their application to the dimensions of organizational diagnosis and what is the

impact of those dimensions in enhancing strategic performance:

1. What is the level of importance of the organizational diagnosis with its dimensions in the faculties of the University of Dhi Qar, the study sample.
2. What is the level of importance of strategic performance in its dimensions in the faculties of the University of Dhi Qar, the study sample.
- 3- What is the level of the correlation relationship between the organizational diagnosis with its dimensions and the strategic performance in the field?

Second: The Importance of Research

The importance of the current study is highlighted through what we discuss in the theoretical and practical aspect, where the importance of organizational diagnosis, which represents a stage of organizational change in order to help workers in organizations, and prepares a team of experts, who in turn helps to collect and analyze information for the purpose of identifying organizational problems for the purpose of controlling them and knowing their causes And highlighting them for the purpose of finding solutions that help improve the organization's strategic performance, which is the goal that the research seeks to achieve to raise and improve the level of workers in the

organization and maintain the permanence of work and function in the public interest.

Third: Research Objectives

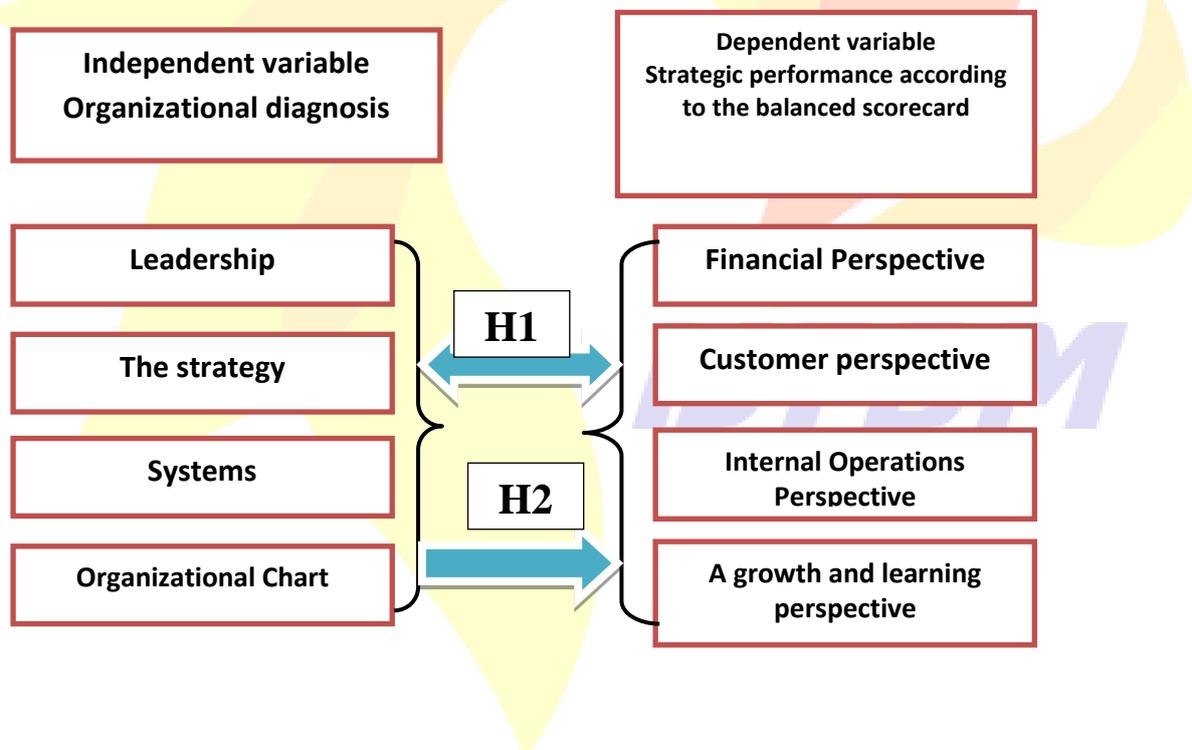
For the purpose of identifying the features of addressing the problem, the current study is trying to reach a number of the following basic objectives:

1. Determining the level of organizational diagnosis with its dimensions at the level of the faculties of the University of Dhi Qar, the study sample.
2. Determining the level of strategic performance with its dimensions at the level of the faculties of the University of Dhi Qar, the study sample.

3. Determining the level of the correlation relationship between the organizational diagnosis in its dimensions and the strategic performance in the field.

Fourth: The Hypothetical Scheme

Based on the study problem and in order to achieve its objectives, a hypothetical scheme was designed for the study that includes the nature of the correlation and influence relationships between its variables, as shown in Figure (1), which expresses the nature and direction of the relationships



Fifth: The Research Hypotheses

1-The first main hypothesis: There is a significant correlation relationship between the organizational diagnosis variable and the strategic performance variable at the level of the faculties of the University of Dhi Qar, the study sample.

2- The second main hypothesis: There is a significant effect of the organizational diagnosis on the strategic performance at the level of the faculties of the University of Dhi Qar, the study sample.

Sixth: Society and Research Sample

1. Research community:

1-The researcher chose some colleges of Dhi Qar University as a community for the current study.

2- The researcher, through his review of previous studies, found that the best authority that can evaluate strategic performance is the higher administrations and members of college councils, as they are directly responsible for achieving advanced rates of strategic performance.

Therefore, (79) questionnaires were distributed to the target sample, of which (75) were returned, all of which were valid for statistical analysis.

seq	basic variables	sub-variables	the scale	
			Scale source	Scale gradation
1	organizational diagnosis	Leadership	(Saeed&Wang,2014)	Five-point Likert scale
		The strategy		
		systems		
		Organizational Chart		
2	strategic performance	The customer's perspective	Kaplan&Norton,2006	Five-point Likert scale
		Perspective internal operations		
		A learning and growth perspective		
		Financial Perspective		

Source: Prepared by the researcher

Eighth: Methods and means of data collection:

1. Theoretical aspect:

In building the theoretical side, the researcher relied on the available sources that dealt with the subject of the study. In this aspect, the researcher used some foreign and Arab scientific references, represented by (books, articles, research, conferences, letters and theses, and the Internet) related to the subject of the study.

2. Field side:

A questionnaire was used, which is described as the main means of collecting data and information related to the field side of the study.

2- Dimensions of strategic performance:

The first dimension: the financial perspective: the financial perspective is one of the measures that are linked to the returns of strategic performance and represents the specific area of the organization's success. It represents the lack of identification and measurement of the financial aspect that may expose the organization to risk. Operational profits and investment return included in this perspective may be exposed to danger and also affects the cost of one unit, as The financial perspective focuses on the strategy of growth, profit and risk (Al-Waer, Reem: 2015:9). Lynch defined the organization's specific field of its success, which is reflected on its basic performance and

exposes it to risk (Al-Daas, 2010: 97) as for Hunt.B.Morgant. He defined the financial perspective as the institution's goal to achieve growth and profitability through excellence in achieving strategic performance (Gali and Idris, 2007: 276).

The financial perspective also contributes to achieving the goals of the organization and improving its future performance through the following (Gallab and Jassem, 2017: 161).

Dimension Two: Customer Perspective:

This perspective indicates that the role of the organization is in seeking customer satisfaction through the goods it provides or the services it provides, providing them with advantages, setting a value creation strategy, and measuring the degree of saturation that the customer obtains when using the organization's products or services. On the service or commodity (Jawad and Hussain, 2003: 57), where satisfaction represents a measure of the degree of satisfaction obtained by the customer.

The Third Dimension: The Learning and Growth Perspective:

The learning and growth perspective focuses on learning first, then organizational growth, that is, defining the organization's environment in order to achieve continuous improvement and effective growth through continuous training of the cadres working in

the organization and the behavior of a culture of self-development for all members of the organization. Government institutions in obtaining qualified cadres, because they are always marred by negligence and routine. Therefore, Kaplan stressed that training is a lofty thing, with the availability of mentors and trainers, and the creation of direct contact to help and motivate them.

Fourth Dimension: Internal Operations Perspective

This perspective refers to the interest in measuring the future performance of the organization by presenting the internal activities and operations implemented by the organization in order to achieve the financial goals and requirements of shareholders and owners through the creation and innovation of a new product and its development within the framework of market determinants (Muhad, 84: 2011).

THE THIRD TOPIC: ARITHMETIC CIRCLES FOR THE DIMENSIONS OF STRATEGIC PERFORMANCE:

- 1- Describe and analyze the strategic performance variable in detail.

This paragraph relates to the statistical description of the paragraphs and dimensions of the strategic performance variable in detail, as follows:-

- a. Description and analysis after the financial perspective

It is clear from the table () the results of the descriptive statistical analysis of the dimension of the financial perspective, which was measured in five paragraphs (FP1-FP5), as the total arithmetic mean for this dimension was (3.739).

- B. Description and analysis after the customer perspective

It is clear from the table () the results of the descriptive statistical analysis of the dimension of the customer's perspective that was measured in five paragraphs (CP1-CP5), as the total arithmetic mean for this dimension was (3.965).

- C. Description and analysis after the internal operations perspective

It is clear from the table the results of the descriptive statistical analysis of the internal operations perspective dimension that was measured in five paragraphs (IOP1-IOP5), as the total arithmetic mean for this dimension was (3.808).

- D.. Describe and analyze the dimension of growth and learning perspective

It is clear from the table the results of the descriptive statistical analysis of the dimension of the growth and learning perspective, which was measured in five paragraphs (LGP1-LGP5), as the total arithmetic mean for this dimension was (3.840).



Figure (14): Graphic representation of the dimensions of the strategic performance variable

Source: Microsoft Exe output.

FOURTH TOPIC: CONCLUSIONS AND RECOMMENDATIONS:

Foreword...

The conclusions are the essential summary of the results from the practical side, and they represent the field effort reached by the researcher from the outcome of his follow-up to what appeared that the analysis and interpretation of the results in terms of determining the level of variables and their sub-dimensions and testing the hypotheses at the level of the colleges sample of the study, as follows:

It turns out that there is a strong correlation with a moral significance between the organizational diagnosis variable and strategic performance, and this indicates that the colleges sample the study whenever they seek to pay attention to diagnosing and

improving the skills of their leaders in a manner that entitles the best rational university decisions and to determine their strategies and design their systems and structures within the requirements of the university environment whenever they are able to achieve levels advanced strategic performance.

2- It was found that there is a strong and significant effect of the organizational diagnosis variable on strategic performance, and this indicates that the interest of the faculties in the study sample to attract university leaders with proven experience and administrative skills and formulate proactive strategies that predict environmental variables and designs interactive organizational systems and structures with the field reality to work

would positively affect the enhancement of its capabilities, the quality of its services, and the achievement of qualified levels of strategic performance.

3- It appeared that the dimensions of the organizational diagnosis variable had a significant effect on the strategic performance at the level of the colleges of the study sample, and they were arranged in terms of **strategic influence, leadership, organizational structure, and systems, respectively.**

Recommendations:

Foreword...

In light of the conclusions reached in the first topic, we present a set of recommendations that express guidelines and suggestions regarding the development of the work of the faculties, the sample of the study regarding the variables and their sub-dimensions, as follows:

Establishing a specialized unit in the faculties of the study sample under the name (Strategic Performance Support) to be responsible for drawing, organizing and

formulating plans for improving their financial performance, how to focus and communicate with customers, and customize how to draw their internal processes and organizational structures according to the requirements of their internal environment.

2- Inviting university administrations to promote growth and learning factors at the level of their affiliates, and this is achieved by giving them the opportunity to enhance opportunities for dialogue, inquiry, listening to them, listening to the development ideas and opinions they present, and improving the efficiency of designing educational service delivery processes. Increases self-confidence factors and enhances their spirit

3- Inviting the faculties of the study sample to pay great attention to the activity of feedback and respond to the reactions issued by customers (students) and pay attention to their psychological and behavioral impressions, whether positive or negative, and try to benefit from them for future planning for the development of requirements and design of the educational service.

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