

## Evaluating the Performance of Iran Power and Water Export of Equipment and Services Company (Sunir) Based on Diamond Model of Excellence

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**Abstract:** One of the models of organizational performance evaluation is excellence diamond although, this model is the model of organizational excellence but with pathology approach is also taken into consideration. Iran power and water export of equipment and services company (Sunir) according to activity environment and to protect market and competitive advantages; needs to further improve in all aspects of the organization. This research seeks to identify the injuries and the problems that on the way of achieve to excellence based on diamond standard model of excellence in the eight dimension (leadership, staff, organizational culture, quality of service, organizational strategy, information management, customer orientation, organizational structure) there is for public company of sunir, statistical population of this research was all employees of sunir company. In this research, standardized questionnaire of diamond model of excellence was used with appropriate validity and reliability that were distributed among statistical population means entire staff of sunir company at 60 persons and number 40 questionnaires returned in full. Research findings showed that the priority criteria for attention in order of priority are: organizational structure, quality of service, information management, service strategy, leadership. Also priority criteria for action in order of priority are: leadership, quality of service, service strategy, organizational structure. The results of research also showed that sunir company in terms of leadership, quality of service, service strategy and organizational structure has serious damages. In the end strategies were proposed to increase level of excellence of sunir public company (treatment of damages).

**Key words:** Performance evaluation, organizational excellence, business excellence diamond model, Iran Power and Water Export of Equipment and Services Company (Sunir), Iran

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### INTRODUCTION

Diamond Model of Excellence is one of the most scientific and most functional excellence models that provides the possibility of organizational pathology and by calculating the causal relationships between components and perform the audit and sensitivity analysis, practically leads companies to excellence. Diamond Model of excellence that has been proposed by Michael Sorens and Henry Reimann in 2004 is to measure the organizational excellence and identify organizational damage. By using this model can identify vulnerable points of organization and prevent demise of organization by fix these damages. This Diamond Model of Excellence includes eight criteria which include leadership, employees, organizational culture creator, service strategy, information management, organizational structure, quality of service and customer orientation (Hassan and Mehrdad, 2008). In this model, channels influence of each of this criterion also have been identified on each other and has been raised in the form of 321 questions and has been quantitative. Impact of each

of these criteria as a whole and on each other can provide appropriate base to compare and measure the level of excellence and create an organizational pathology. Given that Iran Power and Water Export of Equipment and Services Company (Sunir) according to periodic reports doesn't have appropriate performance. Pathology of Sunir company in the form of measuring excellence with Diamond Model of Excellence shows how to achieve this organization to excellence organization as a result, the main issue of this research is that what is the current status of corporate excellence of Sunir and how this organization can be converted to excellent organizational?

**Theoretical foundations:** Definition of performance evaluation evaluation is human performance measurement in relation to how to perform specific job in a specific period time in comparison with the standard of working and also determining talent and potential capacity of person in order to plan for bringing them into actions.

**Definition of organizational excellence:** Many theories have been proposed for organization excellence and by

providing any theory managers learned new lessons to achieve excellence (Sharma and Talwar, 2007). From 1982 that Peters and Waterman have published their in Search of Excellence book Efforts were made to provide a precise definition of excellence (Dahlgaard-Park and Dahlgaard, 2007). Excellence means be complete and better. The same that humans can achieve excellence through their actions organizations can also find excellence (Sharma and Talwar, 2007). Organization excellence was replaced quality and TQM words. The reason for this replacement was too much ambiguity in the term TQM (Adebanjo and Mann, 2008). In literature of management, quality word has different meanings. Peters and Waterman have defined quality to excellence. Fegenbaun make it worth, Grynal and Juran quality as capability of application and Gronroos has defined it as customer satisfaction.

**Characteristics of excellence organizations:** Peters and Waterman did a study about excellence in large companies of America. they identified eight characteristics of excellent organizations during this study. Which include: prejudice to the action; The internal independence; The customer orientation; Valuing employees; commitment to original values; simple structure; practice to knowledges; properties stringent/Non-stringent simultaneously (Roffe, 1999).

British quality foundation count following features for excellent organizations in 1998: Management commitment to excellence organization; Planning effective Strategic; emphasis on empowerment and staff training; unparalleled employee participation in setting goals and vision of the organization; Understand management, measure and improve processes; guarantee the integrity of actions of company; development culture that are implicit and explicit focused on anticipating and meeting the needs of customers; better management of environment (Dahlgaard-Park and Dahlgaard).

**Diamond model of excellence:** After several rounds of awards grant of quality shortcomings of these models were revealed in the world, Therefore in 2004, Diamond Model of Excellence with concept mapping technique and analysis of evidence and using the opinions 73 experts from 16 powerful European organization designed a model to assess the excellence of headquarter and Service organization (Hassan and Mehrdad, 2008).

**Characteristics of diamond model of excellence:** Diamond Model of Excellence to assess the level of organizational excellence and damages and provide treatment strategies as a prescriptive model, provides growth and

improvement in all dimensions of organization according to systemic approach. provide structure for management system of organization that manage different aspects of organization. Lead management based on organizational processes up to activities to be removed that are only consumer and do not provide any value and cause management based on facts and offers a undiminished picture of the organization and with emphasis on the results, cause more participation of employees (Hassan and Mehrdad, 2008).

The main features of the Diamond Model of Excellence are: Identify Influence and reception channels each of the standards for excellence on each other; Identify new dimensions of organizational excellence; Providing the possibility of pathology at the organization; Use quantitative formula to reduce collaborate in assessments.

This model with emphasis on quality of service is instruments for measuring the service and also has use in ensuring and providing quality of service while is basis for self-assessment and pathology of organizations (Hassan and Mehrdad, 2008).

**Infrastructure foundations of diamond model of excellence:** Diamond Model of Excellence as well as other models have infrastructure foundations. According to these foundations and their application in the organization cause creation facilitate in establishment of Diamond Model of Excellence. These principles include: First-holistic approach, Second-management style 9-9, Third-creative organizational culture (Hassan and Mehrdad, 2008).

**Holistic approach:** Studies show that most of the theories and models have reduction oriented aspect and try to limit their discussed subject to one or more factors. As a result, most of these theories and models are impractical for managers in order to provide administrators with essential tools for optimal management of organization in the world, it is necessary, organizations take a holistic approach. In literature of organizational excellence, holistic and systemic approach is required to achieve the excellence. and even Europe EFQM Excellence Model interns of shape has close resemblance to the basic concept of system approach. Experts believe that detailed review approach can not lead to complete excellence and So should strengthened and expanded a holistic approach in the organization (Hassan and Mehrdad, 2008).

**Management style 9-9:** Leadership and management are one of the effective factors in organizational excellence, Senior managers to perform their duties, adopting a style that have important impact on their behavior and obtained

results. Therefore, this study management style in organizations and if necessary fixing it, can be created an appropriate basis to promote activities, continuous improvement and move toward excellence (Hassan and Mehrdad, 2008). In Diamond Model of Excellence It is believed that style can guide the organization quicker to organizational excellence that pay attention both to employees and to work (Style 5-5 and moving towards style 9-9) (Hassan and Mehrdad, 2008).

**Creative organizational culture:** In Diamond Model of Excellence, from organizational culture can be named as one of the foundations of creating excellence in other words, to achieve excellence should converted organizational culture to culture that be encourage excellence. This culture is creative organizational culture that has components and in quality literature has been named from it as creative cultural components, these components include: communication in all aspects; conflict resolution; job enrichment; innovation; the challenge of the job; commitment; the fair rewards; clear role expectations; the sense of cooperation; trust.

**Criteria of diamond model of excellence:** Diamond Model of Excellence has 8 criteria which are as follows: Leadership, staff, organizational culture, creator, service strategy, information management, organizational structure, service quality and customer-oriented.

**Customer orientation:** Customer-oriented concept is >40 years that has been proposed as the basis for the theory and practice of marketing management (Kim *et al.*, 2004). Customer orientation to meet the needs of customers has been defined in level of interaction between employees and customers (Dimitriades, 2007). Alam and Perry (2002) have defined customer orientation as a belief that puts the interests of customers in the first place. Customer orientation has been considered as an aspect of organizational culture that also increase interest of customers and also led to success of the organization (Matin *et al.*, 2009).

**Quality of service:** Service quality is as a major factor in achieving competitive advantage and success of service organizations (Rahman, 2004). Scientists call from service quality as the most powerful competitive weapon in today's world. According to Albrecht in any way to achieving excellence, should be given to service quality in the long term. Therefore, states that companies of outstanding service, choose strategies that not only will lead to achieving higher quality but also should enable company to achieve quality of service in the long term (Kandampully and Mengue, 2000). Garvin has

considered 8 essential dimensions for quality of service include: performance; reliability; being sustainable; The ability to provide service; physical features; compliance beauty; perceived quality. Besterfield have introduced safety as nine dimension of quality. This dimension is somewhat independent of each other. Therefore, a product may be Excellence in a dimension and be weak in other dimensions. Besterfield believes that organizations can find unique placement with focus on a number of dimensions (Preferably dimensions that have neglected its competitors) (Sharma and Talwar, 2007).

**Leadership:** Leadership is key driver in organizational excellence models, that including diamond models of excellence. Without the participation and commitment of senior management, quality management is difficult and in many cases is impossible (Badri *et al.*, 2006). Leadership is as a change agent for continuous improvement and this key aspect is leadership. Leaders must know where do organization lead. They have define organization's mission both in society and in market environment (Martin-Castilla and Rodriguez-Ruiz, 2008). Leaders must have the ability to create common aspiration among staff, So that, all employees were committed to it and to realize it, apply all the powers and their talents. Leadership Behavior is determinant it that are considered core values like trust, respect and self-aperture an important part of organizational culture or not? (Dahlgaard-Park and Dahlgaard, 2007). Results of conducted study by Ford Company in 2000 showed that leadership behaviors, severely affected the production of creative products (Mayfield and Mayfield, 2008).

**Staff:** Excellence organizations are organization that compared to design are a framework for career path development of committed staff in this organization, value for rewards that is based on equity and pay attention to employee welfare (Martin-Castilla and Rodriguez-Ruiz, 2008). Because quality improvement (Organizational excellence) is based on the long-term prospects and is part of the business strategy, Therefore, should be seen employees as an asset rather than additional expenditure. Research in America showed that organizations that have won the Malcolm Baldrige award, role of human resources is necessary. Xerox Company also was won quality award of Europe, used for the development of human resources management, recruitment and services compensation of employees of benchmarking. Shalley and Gilson stated that creative staff offer new and useful ideas for products, practices and procedures (Gumusluoglu and Ilsev, 2009).

**Knowledge management:** Since the 1990's has been undeniable importance of knowledge in organizations and knowledge is considered one of the important strategic resources (Wang and Ahmed, 2003). Mcnaughton and Darroch stated that knowledge management is the role of management roles that is Including knowledge creation, knowledge flow management and ensure that the knowledge effectively and efficiently be used for the organization's long-term interests (Du Plessis, 2007). Davenport and Marchand stated that while knowledge management contains management information but at the same time is beyond that and has two distinct dimensions: facilitate the creation of new knowledge; managing people in a way that shared knowledge and to use it.

**Service strategy:** Service strategy is a plan to achieve service goals (Both consumer's goals and the goals of service providers) This program responds to these questions: What services is essential for providing? In what area of these services should be provided? How should the process of providing the service? What services should be provided and how long it is necessary to offer? Services must be provided to who? and to provide them what resources are needed? (Kumar and Markeset, 2007). To provide service strategy, companies must consider all factors that affect service requirements ((Kumar and Markeset, 2007). Some of these factors include human resource management, organizational culture and reward system (Gebauer *et al.*, 2008). Service strategies also influenced by changes of social environment and organization that these changes affected by changes in customer needs (Armistead and Kiely, 2003).

**Flexible organizational structure:** Now a days companies have to operate in turbulent environment. in turbulent environments, required sources is unreliable, customer demand is unpredictable and technology is constantly changing (Hunter, 2002). Therefore, managers should change in traditional forms of organization. Now a days organizational structures are moving toward flexible structures to meet the needs of environment. Therefore, more flexible organizational structures have been proposed such network structures, cellular, spherical, clover and parallel systems (Moreno and Canet, 2006).

**Creative organizational culture:** Shine states that organizational culture is as a set of common beliefs and assumptions of members of the organization that facilitate internal unity and external compliance (Scott, 2001).

creative organizational culture is cultural that in it comes strongest support of Creating ideas and creative thinking (Politis, 2008). In a creative organizational culture, employees are encouraged because of creative activities, excellent management financial support of creativity and are not punished because of reasonable risks (Jalan and Kleiner, 1995). In a creative organizational culture, defined creative issues and innovative solutions are used to solve them (Andriopoulos, 2001). Another feature of creative culture is that people have trust and confidence in each other and can accept psychological risks to express their deep needs and fears, Ernest Dale believes that providing of creative and innovative environment, maybe the most important factor in ensuring the survival of organization is to provide new and untapped ideas (Aghaii, 1998.).

**Conceptual model of research:** Diamond Model of Excellence has 8 criteria which are as follows: Leadership, personnel, organizational culture, creative, service strategy, information management, organizational structure, service quality and customer-oriented. In this model, effective channels have also been identified each of these criteria on each other and has been raised in the form of 321 questions and has been quantitative. Impact of each of these criteria as a whole and on each other can provide appropriate base to compare and measure the level of excellence and create an organizational pathology. In this model, each of the organizational excellence criteria which have index represents effective channel of that criteria. In other words each of criterion influence on other criteria through channel and mutually will be influenced of them as a result proper interaction of these criteria together can lead to increased organizational excellence. This model by identifying evident relationships among the various criteria of organizational excellence and providing background of assess the level of excellence and identify the damages of organization and providing treatment strategies as prescriptive model has superiority on the other models of organizational excellence (Zadeh and Yaghoub, 2008).

**Hypotheses of research; main hypothesis:**

- Sunir company based on Diamond Model of Excellence has desirable performance

**Sub Hypotheses:** Sunir company in the eight dimension (Leadership, staff, organizational culture, quality of service, corporate strategy, information management, customer orientation, organizational structure) has excellent performance (Fig. 1).

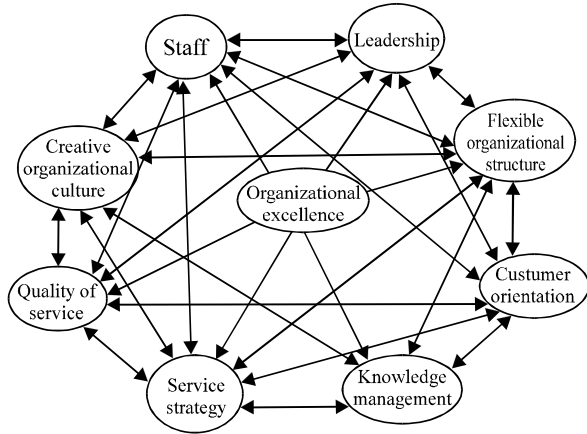


Fig. 1: Diamond model of organizational excellence

**Research purposes:**

- Check the current status of Sunir company performance in terms of Diamond Model of Excellence
- Identify damages and problems that there is in excellence way of this organization
- Providing therapeutic solutions to achieve organizational excellence for Sunir company

**MATERIALS AND METHODS**

Type of research in terms of purpose is applied and in terms of methodology is descriptive research and branch of survey.

**Statistical population and sample:** Target statistical population of research is staff of Iran Power and Water Export of Equipment and Services Company (Sunir) was number of 60 people that there is no need for sampling. After distributing the questionnaires, 40 questionnaires were received in full.

**Data collection tools and its validity and reliability**

**Field data collection was done in two ways which include:** Standardized questionnaire of Diamond Model of Excellence: In this questionnaire, influence channels of each these criteria model have been identified on each other (Leadership, staff, creative organizational culture, service quality, service strategy, customer orientation, information management and flexible organizational structure) and has been raised in the form of 321 questions and has been quantitative. Impact each of these criteria as a whole and on each other can provide appropriate base to compare and measure the level of excellence and create an organizational pathology.

**Questionnaire of visit site:** After determining the priority points for attention, by using a questionnaire of visit site For each of the priority points for attention iscollected documents. To determine which of these points are damages that will have taken actions to fix them.

Since diamonds excellence model has a standard questionnaire, There is no need to assess the validity of the questionnaire. In this research Cronbach’s alpha was used to determine the reliability of the questionnaire, For this purpose, initially a prototype contains 30 questionnaires were distributed among the statistical sample and then use obtained data from this questionnaires and reliability coefficient amount was calculated by using Cronbach’s alpha with the help of SPSS Software that this amount for the questionnaire was obtained 0.928 which indicates that used questionnaire has reliability or in other words, high reliability. After distributing the questionnaires 40 questionnaires were received in full.

**Data analysis methods and research findings:** Inferential statistics and analysis related to Diamond Excellence Model was used in this research to analyze the data test t-test, Friedman test and for analysis related to Diamond Model of Excellence, tables related to Diamond Excellence Model was calculated and plotted. These tables include points table, table synergy, table of comparative privilege and synergy comparative tables.

**RESULTS AND DISCUSSION**

**Descriptive statistics:** data related to gender shows that about 77.5% of respondents are male and 22.5% of them are women. In terms of education, the highest frequency of education related to education is at the undergraduate level that 57.5% of respondents have education to the extent BA data related to organizational position indicates that 25% of respondents deputy director/director of independent units, 25% are Masters and 50% expert.

**Inferential analysis of data**

**Average test of a statistical population:** To determine the status of model components of diamonds excellence we use single-sample t-test (Table 1 and 2). As come in the above table, All variables of Diamond Model of Excellence (Leadership, staff, creative organizational culture, quality of service, service strategy, customer-oriented, information management and flexible organizational structure) are in average condition.

Table 1: One-sample statistics

Criteria	The SE of the mean	SD	Average	Number
Leadership	0.23242	1.46993	5.4499	40
Staff	0.21181	1.33958	5.2727	40
Organizational culture	0.24093	1.52379	4.9808	40
Quality of service	0.25274	1.59850	5.1534	40
Service strategy	0.25395	1.60611	4.9058	40
Customer orientation	0.25703	1.62559	4.8648	40
Information management	0.23544	1.48905	4.8687	40
Organizational structure	0.23907	1.51199	5.3656	40

Table 2: One-sample test

Variables	Test value = 5		Mean difference	Sig. (2-tailed)	df	t-value
	Upper	Lower				
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95% Confidence interval of the difference						
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Leadership	0.9200	-0.0202	0.44993	0.060	39	1.936
Staff	0.7012	-0.1557	0.27274	0.205	39	1.288
Organizational culture	0.4681	-0.5065	-0.01918	0.937	39	0.080
Quality of service	0.6646	-0.3578	0.15339	0.547	39	0.607
Service strategy	0.4195	-0.6078	-0.09417	0.713	39	-0.371
Customer orientation	0.3847	-0.6551	-0.13524	0.602	39	-0.526
Information management	0.3449	-0.6075	-0.13131	0.580	39	-0.558
Organizational structure	0.8492	-0.1179	0.36561	0.134	39	-1.529

Table 3: Ranking components

Jolly component in diamond model of excellence	Average rating	Priority
Leadership	5.95	1
Flexible organizational structure	5.68	2
Quality of service	4.95	3
Staff	4.92	4
Creative organizational culture	4.15	5
Service strategy	3.60	6
Customer orientation	3.42	7
Information management	3.32	8

**Ranking components of Diamond Model of Excellence in Sunir corporate:** Prioritize components of Diamond Model of Excellence in Sunir Corporate, based on the average rating by using analysis of variance Friedman (Table 4).

**Obtained results of the analysis related to Diamond Model of Excellence and providing suggestions for each of damages:** With the help of analysis related to Diamond Model of Excellence (tables of synergy and rates) damages of organization that there is in Sunir company and measures should be taken to solve them were identify and prioritized. In continues to damages of organization based on the priority measures will be mentioned in Sunir corporate .also in following any damage, therapeutic strategy can be expressed. It should be noted that this part is same section treatment of diamond model of excellence.

**Damages related to dimension of leadership**

**Damages related to leadership interact with employees:** The lack of regulation of working conditions in such a

way that can meet the perfection requirements of individuals: The results of the audit questionnaire and the available evidence and performing statistical tests at confidence level of 95%, confirms vulnerability of above case. The analysis showed that if improve working conditions according to individuals requirements up to 35% , this damage can be disappeared up to 80%.

**Treatment suggestions:** The establishment of creator organizational culture and trying to change the style of management can be effective in this field.

**Lack of reconcile the interests of the individual and the organization:** According to the audit questionnaire and the available evidence and according to performed statistical analysis at confidence level of 95% above case is confirmed as an injury and regional priority in order to action. Therefore, confirm this means that interests of employees and organizational interests of Sunir company were not in one direction and non-aligned of these benefits leads to Sunir company slow movements in achieving its objectives. The reconciliation of the interests of individual and organization requires approaching leaders to staff and identify their goals and interests. The analysis showed that if leaders of their 15% are closer to employees up to 60% can reduce severity of this damage.

**Treatment suggestions:** Holding regular meetings with employees and create open space to express the opinions of employees can get managers closer to employees and thus increases compromise the interests of individual and organization.

**Damages related to leadership interact with service quality**

**Lack of definition of service quality from the customer perspective:** The results of the audit questionnaire and reviewed evidence and statistical examinations in 95% confidence level emphasized on being damage of this point. The analysis showed that the 35% increase in awareness of customer's perspective and the definition of service quality from the perspective of them will reducing 68% of severity of this damage.

**Treatment suggestions:** Survey of organization customers and the redefine of services offered can be effective in reducing this damage.

**Lack of promote love and interest to the customer in the organization:** According to the results of the audit questionnaire and reviewed evidence and considering done statistical tests in 95% confidence level, emphasized on being damage of this point. The analysis showed that if the leaders expand 25% its communication with customers up to 45% can reduce severity of these damage.

**Treatment suggestions:** Survey of the company's customers and the establishment of total quality management in Sunir Corporate becomes effective in order to reduce this damage.

**Damages related to leadership interact with the organizational structure**

**Lack of mutual communication among process:** Due to the results of the audit questionnaire and reviewed evidence and statistical examinations in 95% confidence level emphasized on being damage of this point. The analysis showed that if the leaders 25% establish better communication between processes, its communication with customers up to 33% can reduce severity of these damage.

**Treatment suggestions:** Improve processes Through the establishment of FOCUS PDCA in Sunir Corporate or perform process re-engineering in this field is effective.

**Damages related to leadership interact with customer orientation**

**Lack of establish a long-term relationship with the customer:** Due to the results of the audit questionnaire and reviewed evidence and due to results of done statistical tests in 95% confidence level confirm being damage of this point. Leaders in Sunir Corporate have not established long-term relationship with the customer for

this reason, do not have sufficient and thorough understanding of customer needs while the leader of top organizations are always trying to establish long-term strategic relationships with customers. The analysis showed that if the leaders expand 15% its communication with customers up to 55% can reduce severity of these damage. Moreover with this action, lack of recognition damage of new customer needs are remove up to 70%.

**Treatment suggestions:** Conducted a survey of customers and consider better interact with customers in this field is effective.

**Do not involved customers in service design:** Due to the results of the audit questionnaire and reviewed evidence and due to results of done statistical analysis by Sunir Corporate in 95% confidence level confirm being damage of this point. Considering the type of offered services by the Sunir company and analysis can be said at this point, reduce up to 50% with 20% increase in customer participation while reducing the severity of this damage can reduces the severity of damage of lack of definition of quality service.

**Treatment suggestions:** Surveys of customers and strive to better hear the voice of the customer is useful in this regard.

**Damages related to quality of service**

**Damages related to service quality interaction with the organizational structure**

**Lack of flexibility of provided services:** Due to the results of the audit questionnaire and reviewed evidence at 95% confidence confirm being damage of this point. This damage has occurred as a result of dry and old regulations of Sunir company. The analysis showed that if the Sunir company makes flexible its services to 55% can reduce 60% the severity of the damage.

**Treatment suggestions:** Reload laws and regulations governing on Sunir company and changing the nature of the activities and offered services can be useful in fixing this damage.

**Lack of precise adjustment of within the organization relations:** Results of the audit questionnaire and reviewed evidence at 95% confidence confirm being damage of this point. The analysis showed that if the Sunir company improve 30% within the organization relations can reduce up to 45% the severity of the damage.

**Treatment suggestions:** The establishment of comprehensive communication pattern, through the wider use of IT in this field to be effective.

**Damages related to service quality interaction with creative organizational culture**

**Lack of requirements for organization to create alignment between individual and organizational goals in customer relationship:** Due to the results of the audit questionnaire and reviewed evidence and due to done statistical analysis at 95% confidence confirm being damage of this point. The analysis showed that if culture governing on Sunir company be strengthened to 25% in order to service quality u to 45% reduce the severity of this damage.

**Treatment suggestions:** Aligning individual and organizational goals in customer relationship through doing poll and opinion poll mutual and trying to establish and institutionalize creator organizational culture to reduce this damage is effective.

**Damage related to interaction of service quality with information management**

**Lack of appropriate using network of information systems to connect with customers about the provided services:** Results of the audit questionnaire and reviewed evidence at 95% confidence confirm being damage of this point. This damage the main cause of many issues and problems and damage of information management in Sunir company .The analysis showed that if Sunir company improve up to 40% state of their information systems and information networks up to 45% can reduce the severity of this damage.

**Treatment suggestions:** The establishment of Customer Relationship Management (CRM) in the Sunir company and improve information technologies in this field is effective.

**Lack of information collected in relation to acceptance of provided services:** Results of the audit questionnaire and reviewed evidence at 95% confidence confirm being damage of this point. This damage is the main reason for customer dissatisfaction in Sunir company. The analysis showed that if Sunir company improve up to 28% collect information from their customers about the acceptability of provided services, up to 42% can reduce the severity of this damage. In addition, by reducing the severity of the damage from severely damaged lack of collecting reviews of customer regarding performance of organization will be reduced to 60%.

**Treatment suggestions:** The establishment of Customer Relationship Management (CRM) in Sunir company. improve information technology and customer surveys periodically In this field is effective.

**Lack of collect customer opinions regarding performance of the organization:** results of the audit questionnaire and reviewed evidence at 95% confidence level, showed that if Sunir company up to 40% pay more than the current situation to gathering customer feedback will be reduced up to 60% the severity of this damage. Treatment suggestions: Extensive surveys from customers, The establishment of Customer Relationship Management (CRM) in Sunir company and improve information technology In this field is effective.

**Lack of information requirements of clients and the community:** Due to the results of the audit questionnaire and reviewed evidence and due to results of done statistical analysis at 95% confidence level confirm as a damage and priority areas for action. Inappropriate information has been emerged due to lack of comprehensive communication pattern, lack of information system and inactivation of public relations. The analysis showed that if public relations Sunir company be more active and inform to customers and the community in the form of advertising. In public media increase 33%, severity of this damage is reduced to 53%.

**Treatment suggestions:** Increasing awareness on television and radio, prepare advertising and CRM programs are effective in this field.

**Damages related to service quality interaction with customer-oriented**

**Lack of attractiveness in service characteristics:** Due to the results of the audit questionnaire and reviewed evidence and due to results of done statistical analysis at 95% confidence level confirm being damage of this point. The analysis showed that if services of Sunir company be more attractive to 50% up to 65% can reduce the severity of this damage.

**Treatment suggestions:** Customer surveys, establishment of Customer Relationship Management (CRM) in Sunir company is effective in this field.

**Damages related to dimension of service strategy  
Damage related to service strategy interaction with customer-oriented**

**Lack of continuous communication with customers:** Due to the results of the audit questionnaire and reviewed



evidence and due to results of done statistical analysis at 95% confidence level confirm being damage of this point. This damage is the main cause for the above mentioned damage. The analysis showed that strengthen customer relationships up to 35, 80% can reduce the severity of this damage.

**Treatment suggestions:** Customer surveys, establishment of Customer Relationship Management (CRM) in Sunir company is effective in this field.

**Lack of identify needs and expectations of future customers:** The results of the audit questionnaire and available evidence and results of statistical analysis at 95% confidence level confirm being damage of this point. The analysis showed that strengthen customer relationships up to 35% , 56% can reduce the severity of this damage.

**Treatment suggestions:** Customer surveys, establishment of Customer Relationship Management (CRM) in Sunir company is effective in this field.

**Lack of direct the organization's activities in relation with the customer:** The results of the audit questionnaire and available evidence and statistical analysis at 95% confidence level confirm being damage of this point. The analysis showed that if 38% of Sunir company's activities be in line with the needs of customers, reduce 51%. of intensity of the negative effects of these damage for clients and organizations.

**Treatment suggestions:** Customer surveys, establishment of Customer Relationship Management (CRM), doing market research is effective in this field.

**Lack of determine the prospects for actions related to provide customer satisfaction and keep them:** Due to the results of the audit questionnaire and available evidence and due to done statistical analysis at 95% confidence level confirm being damage of this point. The analysis showed a 15% improvement in strategic plans with customer-oriented approach. The severity of this damage is reduced at 50%.

**Treatment suggestions:** Providing vision to provide services and attracting the customers satisfaction in terms of organizational values or strategic plans can help Sunir corporate sector in removing this damage.

**Damages related to the service strategy interaction with organizational structure**

**Lack of revisions of rules and regulations in order to implementing the strategy:** The results of the audit

questionnaire and available evidence and due to done statistical analysis at 95% confidence level confirm being damage of this point. The analysis showed that reforms laws and regulations Sunir company up to 35% will lead to a reduction the severity of this damage up to 70%.

**Treatment suggestions:** Review of Sunir company rules in this field can be effective.

**Lack of improve processes in order to adapt to the service strategy:** The results of the audit questionnaire and available evidence and due to statistical analysis at 95% confidence level confirm being damage of this point. The analysis showed that if 38% of Sunir company's activities be in line with the customer's needs, reduce 51%. of intensity of the negative effects of these damage for clients and organizations.

**Treatment suggestions:** Doing market research and establishment of customer relationship management and the establishment of FOCUS PDCA in this field becomes effective.

**Lack of matching structure with new strategy in order to achieve the objectives of:** The results of the audit questionnaire, available evidence and done statistical analysis at 95% confidence level confirm being damage of this point. The analysis showed that If half of structural changes be in accordance with the strategy of organization. About 61% can reduce the severity of this damage.

**Treatment suggestions:** Pathology restructuring and reform and redesign the organizational structure in this field becomes effective.

**Damages related to the interaction of service strategy with creative organizational culture**

**Lack of strengthen communication patterns to determine the environment:** Due to the results of the audit questionnaire and available evidence and due to done statistical analysis at 95% confidence level confirm as a damage and priority areas for action. The analysis showed that if communication pattern up to 50% move towards all aspects, severity of this damage will be reduced to 58%.

**Treatment suggestions:** The establishment of creator organizational culture and improve information technology in this field will be effective.

**Damage related to the interaction of service strategy with service quality**

**Lack of updated service quality for customers:** Due to the results of the audit questionnaire and reviewed evidence

and due to results of done statistical analysis at 95% confidence level confirm being damage of this point. Confirms this point as damage indicate that customers in the field update service, do not have much satisfaction of Sunir companies. The analysis showed that more attention to the views of customers in providing services up to 50%, reduce severity of this damage to 70%.

**Treatment suggestions:** The establishment of CRM, conducted a survey of customers, can be effective in reducing this damage.

#### **Damage related to the interaction of service strategy with the staff**

**Lack of cooperation In understanding customer expectations:** The results of the audit questionnaire and available evidence and doing statistical analysis at 95% confidence level confirm being damage of above case. The analysis showed that if Sunir company improve willingness to cooperate in employees to 26%.

**Treatment suggestions:** The establishment of CRM, TQM establishment and establishment of creative organizational culture can be effective in this field.

**Lack of employee empowerment to implement strategies:** Due to the results of the audit questionnaire and reviewed evidence and done statistical analysis at 95% confidence level confirm being damage of this point. The analysis showed that If Sunir company Makes more powerful its staff to 42% , up to 52% can reduce the severity of this damage.

**Treatment suggestions:** staff training of Sunir company and delegating to staff can be effective in this field.

#### **Damages related to dimension of organizational structure**

##### **Damage related to the organizational structure interaction with creative organizational culture**

**Lack of draw responsibilities of individuals and departments:** Results of the audit questionnaire and reviewed evidence at 95% confidence level confirm being damage of this point. The analysis showed that clear responsibilities up to 37% can Reduce the severity of this damage up to 63%.

**Treatment suggestions:** Determine the exact responsibilities and re-formulate job description and review of this can be effective in this field.

**Lack of diversify in tasks of staff:** Results of the audit questionnaire and reviewed evidence at 95% confidence level confirm being damage of this point.

The analysis showed that Increasing diversification of tasks to staff up to 48% can reduce up to 59% of the severity of this damage.

**Treatment suggestions:** Reformulating job description and review of it can be effective in this field.

##### **Lack of wide delegation of authority in the organization according to different tasks:**

Results of the audit questionnaire and reviewed evidence at 95% confidence level confirm being damage of this point. The analysis showed that increasing delegation of authority up to 35% can reduce up to 55% of the severity of this damage.

**Treatment suggestions:** Employee empowerment and devolution is more effective in this field.

#### **Damages related to the organizational structure interaction with service strategy**

##### **Lack of create necessary capacity to implement service strategy:**

Results of the audit questionnaire and reviewed evidence at 95% confidence level confirm being damage of this point. The analysis showed that to consider a unit for developing and implementing strategy can reduce the severity of the damage up to 50%.

**Treatment suggestions:** Create units for strategic management is effective in this field.

#### **Damage related to organizational structure interaction to manage information**

##### **Lack of distribution of information to different levels of organizations:**

Due to the results of the audit questionnaire and available evidence and Due to statistical analysis at 95% confidence level confirm being damage of this point and indicate a weakness in the Sunir company in this field. The analysis showed that 50% increase in the distribution of information. 88% reduces the severity of this damage.

**Treatment suggestions:** Establishment of comprehensive communication pattern, development of IT and office automation that can be effective in reducing this damage.

##### **The lack of consideration unit in organization in order to coordinate information and knowledge:**

The results of the audit questionnaire and reviewed evidence at 95% confidence level confirm being damage of this point .The analysis showed that identify the needs of customers up to 30% can reduce up to 50% of the severity of this damage.

**Treatment suggestions:** Conducting surveys research and establishment of customer relationship management can be effective in reducing this damage.

**Lack of separation data based on levels of decision-making:** Due to the results of the audit questionnaire and available evidence and due to statistical analysis at 95% confidence level confirm being damage of this point and indicate a weakness in the Sunir company in this field. The analysis showed that classification and separation 50% in information led to reduce up to 50% of the severity of this damage.

**Treatment suggestions:** Establishment of office automation and development of IT can be effective in reducing this damage.

**Lack of Facilitating in the flow of information in organizations:** The results of the audit questionnaire and available evidence at 95% confidence level confirm being damage of this point. The analysis showed that facilitate information flow up to 50% can reduce up to 71% of the severity of this damage.

**Treatment suggestions:** Create units to manage information and improve information systems is effective in this field.

**Lack of continuous relationships between different units of organization:** The results of the audit questionnaire and available evidence and due to statistical analysis at 95% confidence level confirm being damage of this point. Confirms this damage shows that relationship of various units of sunir company does not follow a specific pattern and this factor has been brought corporate communications sunir are inefficient and opaque. The analysis showed that if communication ambiguity be resolved in sunir company to 26% the severity of this damage will be reduced up to 51%.

**Treatment suggestions:** Establishment of office automation and establishment of IT and improvement Knowledge management can be effective In reducing this damage.

**Lack of determine the type of the necessary information of the organization:** The results of the audit questionnaire and available evidence and due to statistical analysis at 95% confidence level confirm being damage of this point. The analysis showed that making improvements 40% in determining the type of information required can reduce up to 56% of severity of this damage.

**Treatment suggestions:** Establishment of information technology and BSP (Business System Planning) can reduce the severity of this damage.

**Damages related to the organizational structure interaction with employees**

**Lack of encourage employees to group cooperation in solving problems and doing things:** The results of the audit questionnaire and available evidence and due to statistical analysis at 95% confidence level confirm being damage of this point. The analysis showed that development of spirit of group collaboration up to 50% can reduce the severity of this damage up to 70%.

**Treatment suggestions:** Corrected and revised human resources planning, settlement systems of suggestions and reforming the incentive system can reduce the severity of this damage.

**Damage related to organizational structure interaction with customer-oriented**

**The lack of consideration the needs of the customer in the structure:** The results of the audit questionnaire and reviewed evidence at 95% confidence level confirm being damage of this point. The analysis showed that considering unit in the organization for this purpose can reduce up to 90% of severity of this damage.

**Treatment suggestions:** Create units for establish better interaction with the customer in order to understand their needs and expectations can reduce the severity of this damage.

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