Full Length Research Paper

Organizational diagnosis on the basis of customer’s aspects: Case study of an Iranian company

Vahid Reza Mirabi* and Jalal Haghighat Monfared

Department of Management, Central Tehran Branch, Islamic Azad University (IAU), Tehran, Iran.

Accepted 15 March, 2011

The present research is for identifying, analyzing, and interpreting the solution of making the performance of an Iranian company in relation with the customer in two frameworks of qualitative and quantitative aspects. In the quantitative part not only the basis of marketing mix at management is used for testing six hypothesis about customer’s opinions performance results of the company and using questionnaire tools after evaluating reliability and validity of the results, but also the opinions of all customers (representatives and companies) about the performance of the company in the form of gathered mentioned hypothesis and using regression techniques for testing the hypothesis is provided. The findings confirmed that there is a meaningful relation between customer’s opinion with price and quality of products’ company. At the next step, by using focal groups and quality analyzing the context, the expert group of the mentioned company with the presence of selected managements and some experts, staffs, and sales representatives, the organizational diagnosis procedure is done with the quality aspect. Therefore, first, the evidences that show the existence of diagnosis at the effectiveness, efficiency, productivity, innovation, flexibility, and quality fields that cause the present performance of the company at the marketing mix of price and production (goods) are identified and main problems of company is recognized upon it. Then the reasons of mentioned problem are analyzed in the separation of achieved evidences in the internal fields of Radiator Iran Company, and by listing the most important results of mentioned problem, the environmental threatening that causes intensification at this problem is also identified and interpreted. At the continuation, instead of each identifies weak points at internal fields of the company, some solutions for removing weak points and in conclusion resolving the diagnosis of the company recommended, that by its implementation at the investigated organization can be useful for the improvement of its performance in the view of customer.

Key words: Results of performance, customer’s aspects, regression analysis, marketing mix, organizational diagnosis.

INTRODUCTION

Organizations, like human being, may suffer from various diseases and show their symptoms. These kinds of diseases at the organization, are often transfer by people that deciding the most important opinions of the organization. On the other hand, the production of a system and its surrounding has reciprocal influence on each other. These influences are preceded up to the condition that may the organization faced with risk. It is clear that treatment of the disease at an organization is more successful that its root identified at the early steps of the disease (Manzini, 2007). Organizational diagnosis is an investigation process of organizational performance, department, group, and/or profession for discovering the sources of problems and improvable levels. Diagnosis is a process of understanding the manner of present performance of the organization, and provides necessary information for changing programs planning. Diagnosing helps the organization to determine the items that should be focused on them; the manner of gathering and analyzing the data are determined and shows that how organizational individuals could cooperate with each

*Corresponding author. E-mail: vrmirabi@yahoo.com. Tel.: 00989121440389. Fax: 00982166940203.
other for improving operational steps caused by diagnosis (Comingez, 2003). There are approaches for recognizing and removing such dilemma. These approaches help to realize the nature of problems and inform the managers with knowledge and necessary recognition for effective proceeding. Management literature is full of designed process for helping managers for precise environmental investigation and finding the related truth.

The most common process that designed at the organizational development discussion is strategic planning, organizational development, management development, and organizational changes. In this field, management development consists of several approaches as performance evaluation. (Comingez, 2003) Organizational diagnosis or organizational pathology, is one of the intermediate approaches that accounts for organizational development context and is the expand form of activity for discovering the truth and prerequisite of organizational efforts. Since the purpose of organizational diagnosis is dealing with comprehensive and great systems such as companies, therefore, it includes the expanded domain of organizational development and for this reason; basically it is a kind of interference.

This approach as an important factor of organizational developing and facilitation for correct, suitable proceeding and designated as a help for eliminating the ambiguity point of management (Higinz, 2001).

LITERATURE REVIEW

As a total sum of research literature and methodology at organizational diagnosis and reviewing relevant approaches and based on the done studies about literature and research background, the following models are compared with the provided research model by the researcher, in the comparative manner:


As can be seen from Table 1, all of the mentioned models are based on the logic of gap analyses and systematic attitude of the organization and emphasized on them.

As can be seen from Table 2, all the mentioned models are following the scientific process of problem solving.

As can be seen from Table 3, all the mentioned models are free from the terms they used, and the specific points that provided in each model of this process, have the same whole steps for implementation of organizational diagnosis.

Except EFQM and Iran Industrial Renovating Company models, all the rest cover limited models or fields and/or basically they did not point out to this matter that which fields should cover the results of the performance (Table 4). The researcher’s model as concentrated on just the beneficiary customer, it did not cover the performance results fields that related to the other beneficiaries (Stake holders). It is illustrated that among the mentioned models, EFQM and Iran Industrial Renovating Company model have the most detailed coverage of internal fields of organization (Abdol, 2003). And also as the model that presented by the researcher have three attended groups of processes, main, technical and managing support (Table 5), therefore, the Iran Industrial Renovating Company model is accordance to this model and the field of processes is covered directly and other internal fields of the mentioned model covered indirectly at the analytical framework of the processes (Table 6).

It is considered that among the mentioned models, EFQM and Iran Industrial Renovating Company model have the most referred point to the marketing mix and the researcher’s provided model is the most completed one.

The whole theoretical framework that dominates in this research is presented in Figure 1.

Theoretical framework and analytical model of research

According to the subject of this research, the independent and dependent variables are defined as follow:

1. Dependent variable: the customer’s opinion about the results of company performance.
2. Independent variable: the effective factors of customer’s opinion about the results of company performance as follows:
   i. Price of product;
   ii. Quality of the product;
   iii. Delivery of the product;
   iv. The behavior of the personnel of the company with the customer;
   v. Company communication with the customer;
   vi. After sale services.

The relation of marketing mix and independent variables are shown in Table 7. The theoretical framework of the present research is based on the combination of diagnosis Iran Industrial Renovating Company model and 4P Marketing mix model that are briefly, expressed here: Whatever the customer understand from the results of Radiator Iran Company performance and evaluate it, refers to the factors that are important for the customer and has main effect on his/her company performance evaluation (Miles and Shoulin, 2009). Marketing science and marketing management influence these factors as marketing mix (popular as marketing 4P) and generally it is classified in four classes.
### Table 1. Commonality of gap analysis process.

<table>
<thead>
<tr>
<th>Gap analysis process</th>
<th>Diagnosis model of Iran renovating (Industrial company)</th>
<th>6 Sigma</th>
<th>BSC</th>
<th>EFQM</th>
<th>(CED) Organizational superiority recognition</th>
<th>Joseph Prohopenko</th>
<th>Andrew Manzini</th>
<th>Researcher’s model</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identifying and analyzing the present condition</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Interpreting the suitable condition</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Providing solution for moving from the present condition toward appropriate condition</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Attending to the environment and authorities</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Attending to the results of performance of the organization in goods product or services</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Attending to the abilities of the organization for goods production and services</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Attending to interactions between environment and internal organization</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

### Table 2. Commonality of process of problems solving.

<table>
<thead>
<tr>
<th>Process of problems solving</th>
<th>Diagnosis model of Iran renovating (Industrial company)</th>
<th>6Sigma</th>
<th>BSC</th>
<th>EFQM</th>
<th>(CED) Organizational superiority recognition</th>
<th>Joseph Prohopenko</th>
<th>Andrew Manzini</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environmental analysis (territory)</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Determining the issues</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Problems recognition</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Theorization</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Providing Different solution</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Selecting effective solutions</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Implementation of selected solutions</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Controlling and feedback of the results of solutions implementation</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>
Table 3. The commonality of steps of an Organizational diagnosis.

<table>
<thead>
<tr>
<th>Steps of an organizational diagnosis</th>
<th>Diagnosis model of Iran renovating Industrial company</th>
<th>6 Sigma</th>
<th>BSC</th>
<th>EFQM</th>
<th>(CED) Organizational superiority recognition</th>
<th>Joseph Prohopenko</th>
<th>Andrew Manzini</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programming and organizing the diagnosis plan</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Data collecting and classification process of diagnosis</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Analyzing and interpreting</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Feedback, implementation, programming, and evaluation</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

Table 4. Commonality of Performance areas.

<table>
<thead>
<tr>
<th>Performance areas</th>
<th>Researcher's model</th>
<th>Diagnosis model of Iran renovating Industrial company</th>
<th>Sigma Six</th>
<th>BSC</th>
<th>EFQM</th>
<th>(CED) Organizational superiority recognition</th>
<th>Joseph Prohopenko</th>
<th>Andrew Manzini</th>
<th>Researcher's model</th>
</tr>
</thead>
<tbody>
<tr>
<td>The results of performance as for the beneficed customer</td>
<td>Implicit</td>
<td>-</td>
<td>Direct</td>
<td>Direct</td>
<td>Direct</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>Direct</td>
</tr>
<tr>
<td>The results of performance as for the beneficed personnel</td>
<td>Implicit</td>
<td>-</td>
<td>-</td>
<td>Direct</td>
<td>Direct</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>The results of key performance as for the beneficed stockholder</td>
<td>Implicit</td>
<td>-</td>
<td>Direct</td>
<td>Direct</td>
<td>Direct</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>The results of performance as for society</td>
<td>Implicit</td>
<td>-</td>
<td>Direct</td>
<td>Direct</td>
<td>Direct</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>In terms of Efficiency</td>
<td>Direct</td>
<td>-</td>
<td>-</td>
<td>Implicit</td>
<td>Direct</td>
<td>Direct</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>In terms of Effectiveness</td>
<td>Direct</td>
<td>Direct</td>
<td>-</td>
<td>Implicit</td>
<td>Direct</td>
<td>Direct</td>
<td>-</td>
<td>-</td>
<td>Direct</td>
</tr>
<tr>
<td>In terms of Productivity</td>
<td>Direct</td>
<td>-</td>
<td>-</td>
<td>Implicit</td>
<td>Direct</td>
<td>Direct</td>
<td>-</td>
<td>-</td>
<td>Direct</td>
</tr>
<tr>
<td>In terms of Profitability</td>
<td>Direct</td>
<td>Direct</td>
<td>Implicit</td>
<td>Direct</td>
<td>Direct</td>
<td>Direct</td>
<td>-</td>
<td>-</td>
<td>Direct</td>
</tr>
<tr>
<td>In terms of innovation and development</td>
<td>Direct</td>
<td>-</td>
<td>-</td>
<td>Implicit</td>
<td>Direct</td>
<td>Direct</td>
<td>-</td>
<td>-</td>
<td>Direct</td>
</tr>
<tr>
<td>In terms of flexibility</td>
<td>Direct</td>
<td>-</td>
<td>-</td>
<td>Implicit</td>
<td>Direct</td>
<td>Direct</td>
<td>-</td>
<td>-</td>
<td>Direct</td>
</tr>
<tr>
<td>In terms of quality and customer’s satisfaction</td>
<td>Direct</td>
<td>Direct</td>
<td>Implicit</td>
<td>Direct</td>
<td>Direct</td>
<td>Direct</td>
<td>-</td>
<td>-</td>
<td>Direct</td>
</tr>
<tr>
<td>In terms of the quality of work life</td>
<td>Direct</td>
<td>-</td>
<td>-</td>
<td>Implicit</td>
<td>Direct</td>
<td>Direct</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>In terms of social responsibilities</td>
<td>Direct</td>
<td>-</td>
<td>-</td>
<td>Implicit</td>
<td>Direct</td>
<td>Direct</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>
### Table 5. Models in terms of enablers areas.

<table>
<thead>
<tr>
<th>Enablers areas</th>
<th>Diagnosis model of Iran renovating Industrial company</th>
<th>six sigma</th>
<th>BSC</th>
<th>EFQM</th>
<th>(CED/EFQM) Organizational superiority recognition</th>
<th>Joseph Prohopenko</th>
<th>Andrew Manzini</th>
<th>Researcher’s model</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic planning and implementation, policy and leading</td>
<td>√</td>
<td>-</td>
<td>√</td>
<td>√</td>
<td>-</td>
<td>√</td>
<td>-</td>
<td>√</td>
</tr>
<tr>
<td>Process (main, technical and managing support)</td>
<td>√</td>
<td>-</td>
<td>√</td>
<td>√</td>
<td>-</td>
<td>-</td>
<td>√</td>
<td>√</td>
</tr>
<tr>
<td>Organizing and organizational structure</td>
<td>√</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>√</td>
<td>-</td>
<td>√</td>
<td>-</td>
</tr>
<tr>
<td>Systems and procedures (Human, financial, IT, marketing, supplying, etc.)</td>
<td>√</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>√</td>
<td>√</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Operational and leadership atmosphere</td>
<td>√</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>√</td>
<td>-</td>
<td>√</td>
<td>√</td>
</tr>
<tr>
<td>Production technology, operation, and competitive advantages</td>
<td>√</td>
<td>∗</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>√</td>
<td>√</td>
<td>√</td>
</tr>
<tr>
<td>Personnel in charge of institute, production, and attitude</td>
<td>√</td>
<td>-</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
</tr>
<tr>
<td>Cooperation and resources</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

### Table 6. Commonality of direct focus on marketing 4p.

<table>
<thead>
<tr>
<th>Marketing 4ps</th>
<th>Diagnosis model of Iran renovating Industrial company</th>
<th>six sigma</th>
<th>BSC</th>
<th>EFQM</th>
<th>(CED/EFQM) Organizational superiority recognition</th>
<th>Joseph Prohopenko</th>
<th>Andrew Manzini</th>
<th>Researcher’s model</th>
</tr>
</thead>
<tbody>
<tr>
<td>Products</td>
<td>Directly</td>
<td>-</td>
<td>Directly</td>
<td>Directly</td>
<td>Indirectly</td>
<td>-</td>
<td>-</td>
<td>Directly</td>
</tr>
<tr>
<td>Price</td>
<td>Directly</td>
<td>-</td>
<td>Directly</td>
<td>Directly</td>
<td>Indirectly</td>
<td>-</td>
<td>-</td>
<td>Directly</td>
</tr>
<tr>
<td>Promotion</td>
<td>Indirectly</td>
<td>-</td>
<td>Indirectly</td>
<td>Indirectly</td>
<td>-</td>
<td>-</td>
<td>Directly</td>
<td></td>
</tr>
<tr>
<td>Place</td>
<td>Indirectly</td>
<td>-</td>
<td>Indirectly</td>
<td>Indirectly</td>
<td>-</td>
<td>-</td>
<td>Directly</td>
<td></td>
</tr>
</tbody>
</table>

Marketing mixture of Radiator Iran Company is the result of different results of organizational performance that generally classified in 9 fields as follows (Robins, 2001):

i. Effectiveness; ii. Efficiency; iii. Productivity; iv. Profitability;
In terms of following gap analyzing logic:

The whole theoretical framework that dominates on the diagnosis model of this research

Systematic attitude toward the organization
Scientific approach in Problem Solving

Gap analysis
Recognizing, analyzing, and evaluating the current condition
Designing the desirable and feasible condition (state)
Planning the movement from the current condition toward the feasible condition

In terms of following Organizational Diagnostic logic:

The whole theoretical framework that dominates on the recognition, analyzing, and evaluating Phases of the current condition of the model

The results of performance field
Effectiveness, efficiency, productivity, innovation, flexibility, quality
The evidence for the current diagnosis
Determining the diagnosis of the company
The essence of the diagnosis at the marketing mix of the company
Customer's satisfaction

The environmental threat that cause and extend the weak points of the company
Finding the causes of the diagnosis at the results of performance via investigating the internal field of the company

Basically cause of the occurrence of the diagnosis

The basically cause of diagnosis
The solutions for improving and resolving the main cause
The selected and prioritized solutions
Prioritized improved projects

Diagnosis analysis in terms of dividing them to the results of performance fields at the organization

Figure 1. Research framework.

v. Innovation;
vi. Flexibility;
vii. Product quality;
viii. Work life quality;
ix. Social responsibilities.

In this research communicating between marketing mix and results company performance fields of Radiator Iran Company, except profitability, work life quality, and social responsibilities fields that respectfully refers to benefited stockholders, staff, and society all the other 6 fields are
Table 7. Marketing mix and independent variable.

<table>
<thead>
<tr>
<th>Marketing mixtures</th>
<th>Independent variable in this research</th>
</tr>
</thead>
<tbody>
<tr>
<td>Product</td>
<td>Product quality</td>
</tr>
<tr>
<td></td>
<td>After sales services</td>
</tr>
<tr>
<td>Product price</td>
<td>Product price</td>
</tr>
<tr>
<td>Product distribution</td>
<td>Product delivery</td>
</tr>
<tr>
<td>Expansion and advertisement</td>
<td>The behavior of the personnel with the customer</td>
</tr>
<tr>
<td></td>
<td>After sales services</td>
</tr>
</tbody>
</table>

undertaken. The diagnosis that observed at the performance results of fields, are effects and the cause of them are in their existence weak points at internal fields of the company (Baker, 1999). In the Iran Industrial Renovating Company model the internal fields of the organization divided to 6 fields for investigating the causes of this diagnosis:

i. Mission, vision, goals, strategies, and policies field;
ii. Process field;
iii. Organizing and Organizational structure field;
iv. Establishments and approaches field;
v. Operational atmosphere field;
vi. Technology field.

The mentioned 6 fields can be divided in to 3 groups of main, operational support, and Managing support processes in terms of process attitude toward the organization.

The analytic provided model shows the communication between the factors of this research.

At the first step, for answering the main question of the research (what are the diagnosis of company performance results in terms of customer?) and the first secondary question of the research (How do the customer evaluate the Radiator Iran Company performance results?) the following model shown in Figure 2 is used.

And at the second step, the model shown in Figure 3 is used for answering the secondary question of the research.

Research questions

It is obvious that any economical agency for ensuring its activities survival and continuity needs earning incomes and the profits of the activities. Therefore, the benefitted customer has an executive status, because the customer providing incomes by buying the products of the company. Thus, one of the beginning troubles of companies such as Radiator Iran is that the customer satisfied by performance of the company against the benefitted customer, therefore this matter is nor proved precisely, for this reason, the initial questions of this survey are expanded as following research questions:

The main research question:

1. What are the main Problems of the company’s performance in the customer aspect?

The secondary questions of the research:

1. How the customers evaluate the results of the performance of the Radiator Iran Company?
2. What is the qualitative relation between the resulted achieved by investigating the customer’s evaluation and the real results of performance of the company?
3. What are the reasons that cause problem emerged at the results of the performance of the company?
4. What are the solutions that Radiator Iran Company should select and implement for the improvement of the results of the performance against the customers?

This project has two important aspects and a specific status that shows its necessity of implementation at Radiator Iran Company. The first aspect is specified to the importance of the present research in terms of theories. It is common that while investigating the condition and performance of many economical agencies in the field of market and customer, the designated approaches in the field of marketing and sales such as estimation of customer’s satisfaction (that focuses on the customers understanding of products and services that are received from the organization), market research (that focuses on recognition and interpretation of features, needs, and current potential requests at different section of Markets), marketing (that focuses on the ways of balancing the organization with its potential customers, how to introduce the products and services, and the favorable way of bargaining for attracting the customers and contracting with the buyers) and etc. is used (Hiz, 2003). In the other words, the organizational diagnosis approach is used in this research that it is based on systematic attitude, generally, and scientific solving problems, specifically, and by particular attention to the status of beneficiaries at the organization, benefitted customer is attended particularly and concerning with the diagnosis results of performance of
the organization in terms of the beneficiaries (Stake holders), the company's performance and be loyal to buying from this company. Since the initial attitude of the present study plan is started by the feeling of the researcher that he/she has about the current problems of protecting and improving the results of Although the structured and methodological usage of organizational diagnosis approach is relatively a new and modern approach in Iranian organizations and it is just dated to the early 2001, however, it provide systematic and relatively comprehensive views to the owners and arrangers of the organizations, and via the relevant domination of method and approach of implementation of organizational diagnosis, they can get more comprehensive understanding about communication between the environment and the inner part of the organization according to the benefited status, in one hand, and relations between different aspects of the results of the performance of the organization by making able the different inner sections of the organization, in other hand. The other aspect is referred to the importance of the status of Radiator Iran Company. Moreover, the daily increasing troubles of the profit-making organizations, generally, and Radiator Iran, specifically, about protecting and improving the level of its performance instead of organizational different beneficiaries expectations, rooted in the gradually increasing competition at market and closeness and increase of quality and quantity of supply to the domestic market demands. There have been five development plans before the Iranian Islamic revolution. The first two programs were based on agricultural development. The Industrial development was mentioned for the first time in the third development plan and was based on territorial revisions and land owners capital transfer, so the first nuclei's of industrial investment would be created .The above mentioned capitalists were not familiar with industrial management terminology, so the industrial management organization and the industrial development bank were created in order to help the financial resources and back up the capital creating bases. The need of creating a powerful and universal organization was taken into attention in the third plan in order to develop the industries and accelerate the industrialization of the country. IDRO was created in such circumstances in June 1967 with the approval of the economical council. IDRO's values contain:

1. Emphasizing on organization's role being in line with the national interest.
2. Developing organizational knowledge and competencies focusing on creative productivity approach
3. Developing professional code of ethics focusing on organization participation approach in all business aspect.
4. Considering justice and meritocracy principles suitable to dignity of the Man Managing the work environment for creation of good morale, motivation and mutual respect among colleagues.

Iran Industrial Renovating Company is dependent to Iran Industrial Developing and Renovating Organization (IDRO) from late (2004) and designated a project named “Organizational Diagnosis" and attended a considerable subsidy about 80%, and from that date up to now it experienced various industrial units of the country, despite of weak points of executive approach that was used and the manner of execution by the consultants (The documentation introduced for diagnosis model of Iran Industrial Renovation Company in 2005). General principles of Iran industrial renovation company's model is:

1. Renovation of industries should be done by the companies, not by government.
2. Customer satisfaction and their ability of competitiveness will be as the main condition of success.
3. Governmental support and incentives, although limited, can ensure faster implementation of policies, reform and modernization of companies.

Research objectives

The main purpose of this project is identifying and finding the roots of the possible obstacles in protecting and improvement of the results of the Radiator Iran company performance instead of benefited customer, in both aspects of customer’s understanding criteria and indicated real performance criteria of the company, in order to show the in charges that for protecting and improving our performance against the customer, which proceedings should be prior in our work. The secondary purposes that are explored and interpreted in the main purpose of framework of the present research are as follow. In other words, the researcher is looking for fulfilling the following purposes:

1. Redefinition of Radiator Iran Company is working as a social system that works with its surrounding environment and should answer different beneficiaries such as its customers.
2. Dividing the company in two fields: field of results of performance and internal field.
3. Dividing the field of results of company performance in terms of different beneficiaries by focusing on benefited customer.
4. Identifying evidences of the existence of diagnosis (problems) at results of company performance in terms of benefited customer.
5. Summing up the evidences for the existence of diagnosis and identifying the main diagnosis at the results of company performance in terms of the benefited customer.
6. Investigating reasons of diagnosis emerge and identifying its roots at internal fields of the company.
7. Providing effective solution for removing and decreasing the diagnosis at internal fields of the company and therefore removing and decreasing the diagnosis of the results of company performance in terms of the customer.

**Research hypotheses**

$H_1$: Price factor for the company performance results is effective in the view of the customer.

$H_2$: Product quality factor is effective at company
performance results.

H₃: Product delivery is effective for the company performance results.

H₄: The staff behavior with customer factor that is effective for company performance results.

H₅: The company communication with customer is effective for company performance results in the view of the customer.

H₆: After sale services factor is effective at company performance results in terms of the customer.

METHODOLOGY

This research is performed in four entire and executive steps as mentioned in Table 8.

RESULTS AND ANALYSES

The present research is designated up on two basis of quality and quantity phases that in phase 1, quantity phase, that consists of main part of the research, by using questioners’ tool, are facing toward the customer society of the Radiator Iran Company production evaluate their points of view according to company performances (Hair and Anderson, 2007). Six hypotheses are used for this work. These hypotheses are originated from marketing mix.

At the quantity step, after ensuring from the reliability and consistency of the questioner, they proceeds to collecting retained information in the view of the customer, specifically about the performance of the company against them. Then by using regression of testing they put the results of data collecting in the research hypotheses framework, and it was determined that among different factors that were selected from the customers as effective variable, price and quality variables has more meaningful significant.

Analyzing the hypotheses of the research after one way variation testing and regression analysis are showed as follow:

1. Price variable has meaningful relation with the company performance results of the customer. The intensiveness of the relation (β co efficiency) for this variable is 0/485. It is shown that other variables are controlled.

2. Quality variable has meaningful relation with the company performance results of the customer. The intensiveness of the relation (β co efficiency) for this variable is 0/318. It is shown that other variables are controlled.

3. Time delivery does not have meaningful relation with the company performance results of the customer. But, by this the intensiveness of the relation is 0/078.

4. The behavior of the staff does not have meaningful relation with the company performance results of the customer. The intensiveness of the relation for this variable is 0/002.

5. Communication variable does not have meaningful relation with the company performance results of the customer. The intensiveness of the relation with this company performance result in the view of the customer is 0.120.

6. Service hypotheses do not have meaningful relation with the company performance results of the customer. But, by this the intensiveness of the relation is 0.182.

Therefore among these six defined independent variable at the model, just price and quality of the product have meaningful relation with depended variable, that is, the company performance results in the view of customer, and other four variables, time of deliver, staff’s behavior, communication and after sale services does not have sufficient meaningful relations with independent variable. After analyzing the multi-variable of regression and analyzing the results and determining regression co efficiency (β) and meaningful levels, it is the turn of “decorating the model”; as decorating the intended model according to received the statistical results and eliminating the endurable model path. Statistical and recommended criterion for eliminating inefficient ways, often insists on significant lever; but “if the analyzes are based on a very big samples, the co efficiency of small paths is maybe meaningful statistical, this is the problem that emerges while the statistical criteria are meaningful (Kerlinjer and Padhazer, 2006: 432). At the present analysis of this thesis, there was 69 populations that is not too much, and cannot seriously affects on the synthetically meaningful relations. Thus, our criteria to decorating model, was statistical criteria (the level of meaningfulness). The analyzed model, after sale services, communication, staff’s behavior, and time delivery variables that are not meaningful, finally they are eliminated and the model of this research that is illustrated in Figure 5.

At the decorated model, price variable that its β= 0/48 and Sig= 0/000 is higher than other variables. The quality variable has β=0/318 and Sig= 0/010. In this respect, regression performance is as follow for the decorated model:

Performance results in the view of customer = (0/485) Price + (0/318) Quality + e

This regression performance declares that by increasing one unit of price variable, the performance results variable has standard deviation of 0/485 is changed. This change was positive, and in other words, increasing at price variable causes increase at the performance of the results, and by one unit increase of quality variable, the standard deviation of the performance of results is increased for 0/318. Another point is the amount of R². At the first model (along with 6 independent) the amount of R² is estimated 0/75 that indicates 75% of the variation.
Table 8. Steps of performing the research.

<table>
<thead>
<tr>
<th>Step</th>
<th>Purpose</th>
<th>The investigated type of communication</th>
<th>Conclusion</th>
<th>Tools for data collecting</th>
<th>Reliability assessment of the tools</th>
<th>The consistency assessment of the tools</th>
<th>Hypotheses testing</th>
</tr>
</thead>
<tbody>
<tr>
<td>First</td>
<td>-Answering to this question of the research that how do the customers evaluate the Radiator Iran Company performance results?</td>
<td>Customer’s evaluation of Radiator Iran Company performance results with marketing mixtures of this company</td>
<td>Proving, rejecting, and priority of six hypotheses of the research</td>
<td>Questionnaire</td>
<td>Nominal validity</td>
<td>cronbach alpha</td>
<td>Multiple linear regression</td>
</tr>
<tr>
<td>Second</td>
<td>Answering the second question of the research: the achieved results from customer evaluation investigation of first question, which kind of quality relation with the company truth performance results?</td>
<td>The relation between the marketing mix of Radiator Iran Company and the existing diagnosis in the sixth field of performance results against the benefited customer</td>
<td>Identifying the existing diagnosis at effectiveness, efficiency, productivity, innovation, flexibility, and quality fields</td>
<td>Focal group and quality content analysis</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Third</td>
<td>Answering the third question of the research: what are the reasons for the emerge of diagnosis at company performance results?</td>
<td>The relation between identified diagnosis in the six fields of Radiator Iran Company performance results with the existing weak points at operational supportive and staff supportive process of the company and environmental threatening domain at the company</td>
<td>Identifying the weak point of emerge of the diagnosis and the role of environmental threatening at causing or accelerating them</td>
<td>Focal group and quality content analysis</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Fourth</td>
<td>Answering the fourth question of the research: what are the solution of Radiator Iran Company for improving the performance results in terms of the customer, selecting and its implementation?</td>
<td>The relationship between the main identified reasons and effective environmental threatening of them with solutions that causes decline or removing of them.</td>
<td>Identifying the solutions that Radiator Iran Company should use for declining or removing diagnosis of itself.</td>
<td>Focal group and quality content analysis</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

of performance results in the view of customer by 6 independent variables. For the residual variable of decorated model (Final model) that consists of independent variables of price and quality, the amount of $R^2$ is equal to 0.70%, which shows that these two variables determine 70% of operational performance that is considerable according to the number of independent variables (Saee, 2003). By completing quantitative analysis and
ensuring about the meaning relation between price and quality according to customer’s opinion factors about company performance results, the first question of the research is answered, in fact. Then it is the turn of answering questions two to four of the research as below that is an introduction for the complementary phase of this research, that is, using focal groups and quality of content analysis:

1. What is the qualitative relation of the results achieved from investigating the customer’s evaluation of the first question, with the real company performance results?
2. What are the reasons for causing diagnosis of company performance results?
3. What are the solutions that Radiator Iran Company should select and implement for improving the performance results against the customer?

For answering the above questions, and based on theoretical basis that provided in chapter two of the research, the company proceeding the establishment of intellectual group with the presence of senior managements, intermediate managements, experts and some company sales representatives, and proceeding qualitative analysis of evidence for the presence of diagnosis, the main diagnosis (problem) of the company about the relation between two price and quality factors, investigating the causes of this diagnosis, the effective internal fields on them, the accelerating environmental threatening, and finally required solutions for removing the weak points and diagnosis (Vas, 2007).

The sum of required results could be as follow:

1. Main diagnosis of the Radiator Iran Company about the relation of two factors of price and quality is in front of it, and can be the cause of declining the customer’s opinion about company performance results:
2. The main diagnosis: market share of Radiator Iran Company in the case of the continuity of combination of the current price-quality is faced with relative declining risk.

The group documented to for getting the agreement about the mentioned diagnosis to the following evidences that these evidence are explanted based on the group opinion of the mentioned group:

1. The evidence based on price factor:
   i. The competitors became the pioneer of providing the same product with the even lower price at the market.
   ii. The cost of goods production is increasing.
   iii. The proportion of human cost to radiator sales cost at the company is higher than the private sector competitors.
   iv. The estimated price of the company for the new required radiators of the cars that has low production rate is not economical.
   v. The company is resisting against the acceptance of low volume order of the radiators
   vi. Keeping the level of competition prices of the company is associated with relative decreasing of the production quality.

2. The evidences referred to quality factor:
   i. Reaching the determined goals of the company about quality of the production has the relative declining procedure.
   ii. The statistics of quality of production failures on the production line has an increasing trend.
   iii. The company does not have the required innovation for improving the quality level of their radiators.
   iv. The flexibility of the company at goods production with appropriate quality level is low from the expectation of the automobile and spare pieces markets.
   v. The production quality of the company has a relative declining procedure.

Therefore for each above evidence, the group discusses and investigates the surrounding causes and finally introduces the most important causes as follows:

1. The company is still influenced by its previous sole and unrivaled status in this market.
2. The company does not have enough attention to the Chinese competitors threatening for the internal markets.
3. The proportion of buying production institutes is more than the increase of products sales price.
4. The operators of the company are not working with sufficient attitudes and are not satisfied with their income level.
5. The company does not have any program and serious
and reliable budget in the field of diversity, development and quality of production.
6. The company could cover its production capacity with the mass orders; therefore, it does not interest in delivering low volume production ordering.
7. In the past, the company for declining the costs of production and removing the retained loss used less materials and human per hours for production.
8. The company did not interpret its production strategy by relying on market studies in the effective manner.
9. The quality of production material is proceeding in the declining procedure.

Thus, the environmental threatening that causes acceleration at the weak points of the company in the intelligent group is summed up and introduced as below (Porter, 2007):

1. Relief of the company that it belongs to Saipa Group and the obligation of automobile makers of this group for buying from this company.
2. Lack of documentary statistics and information and clear action of the suppliers and the demanders of market.
3. Continuity of two digit inflation at the material and parts providing market.
4. Continuous increasing of living costs of the workers.
5. Lack of determined and reliable program at the automobile manufacturing companies and automobile importing markets.

CONCLUSION AND RECOMMENDATIONS

The most important solutions that Radiator Iran Company should put in its instruction seriously, in order to act according to the present weak points and removing the diagnosis in their ability is as following:

1. Performing environmental reliable studies: the Radiator Iran Company in order to have realistic and accurate images of far and close environmental changes and also supplying and demanding procedure in its goods market, could not rely just on diverse and unreliable information and others quotations, but it is necessary that by obeying the scientific principals studying the environments of different layers and their manner of influence on the performance of the company. Also the reliable quality and quantity investigation of competitors, customers’ performances and the relations domains at demand and supplying at the market, is accounted as the prerequisite of decision making based on market data.
2. Reviewing the strategic program of the company: the reviewing strategic program of Radiator Iran Company should be based on accurate an just in time information from the environment and inner part of the organization, and designated as the scientific principals at strategic management field. The cooperation of all managers and also selected experts and staff from different layers of the organization is very important and vital at codifying the program; the implementation commitment will be low (Kaplan and Norton, 2005).
3. Performing source finding studies: as the company needs identification and potential and active customer’s evaluation in the field of marketing and sales, in the field of providing and funding it should permanently identify and evaluate its potential and active sources, and therefore improve its power of bargaining and capability of using better opportunities for its providing and supplement. Doing environmental studies in the field of business, in fact, is the structured performance and gathered implementation of identifying and analyzing the provider of materials and required pieces of the company.
4. Improvement of business field performance at declining the buying costs: productive management of funding and supplying costs, are not only has important role at increasing the productivity of the company, and is nor limited to buying materials and pieces, but also the volume and number of buying the goods, official costs, bank and insurance, transportation, release and so on, besides the net cost of buying goods or pieces should be under its management. Therefore, the set of these proceedings needs comprehensive approach in the field of business with insist on buying costs management.
5. Reviewing of attitude system, salaries and wedge of the company: human resource is the only structure and elements of the company that has two manners, that is, it is accounted as production factor and it is designated as the benefited authority of the organization. The reason is referred to the subject of organic and intelligent system nature this element. Human resource is not only, separately is a structure and element of the organization, it is also an important factor in the quality and quantity aspects of other elements of the organization.
6. Defining and implementing the technological development plans and quality of production: the world automobile making industrial, according to the technological development and affected by the domain competition in this industry, is looking for funding (providing) and spending expensive costs for researching and developing in different dimension of the products. Iranian automobile making companies are sometimes by removing the old cars, assembling new generation of them in the country (Kilger, 2004).
7. The gradual establishment of TQM: any organization such as Radiator Iran Company should determine specific view for its development and continuous improvement of its performance quality under the entire framework and measures, evaluates, and analyses its improvement rate. Moving toward the high position with emphasizing on the comprehensive quality management view at Radiator Iran Company it can be an introduction for convergence of all proceedings, programs and projects that company needs them for improving its quality performance at all corners of the company.
8. Market research and evaluating the long-term demand procedure for increasing the capacity: Automobile making
industry of Iran is looking for increasing its production capacity in the recent decades and with this respect it reaches to several successes. Increasing production of Automobile making procedure of Iran was not fixed during this period and it faced with many rises and falls.

9. Capacity measuring and programming the improvement of production capacities: the results from market research and long-term programming for increasing capacity at Radiator Iran Company should support and operate with providing implementing and short-time supporting programs.

10. Quality costing: quality and cost at industrial units has close connection with each other. Whether the quality and standardized of designing and material and goods production increases, the cost of production will automatically increase. Reciprocally, one of the easiest and while hardest methods of declining the cost of produced goods and good supplying, is decreasing the quality of designing, materials, and production process. On the other hand, the quality of each product should appropriate and match with the expectation and demands of market. The set of these proceedings should be set at the instruction in organized and scientifically principals at Radiator Iran Company.

11. The Six Sigma Project: Using statistical quality controlling approaches in precious investigation and performance defects can causes more knowledge, awareness, and information about the present condition of the company. Using structured methods is useful for recognizing and analyzing the present condition and implementing correcting actions, preventing and project for improving the performance of the company.

REFERENCES

Gathered report of Industrial management organization (IMI) (2004), title: methodology of organizational diagnosis that emerged at Iran Industrial Renovating Company.