

The quality of institutional performance according to the entrepreneurial management Applied research in the Municipality of Baghdad

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Abstract:

The research aims to define the role of the entrepreneurial administration in achieving the quality of institutional performance in the Baghdad Municipality by defining the role of the administration at its levels in achieving the quality of institutional performance, as the researcher has reached, through theoretical framing and related studies, to build a hypothetical scheme that clarifies the relationship and influence of the research variables, as that The dimensions of the entrepreneurial management as an independent variable consists of four dimensions (strategic orientation, resource orientation, management structure, and orientation towards growth), while the quality of institutional performance is included as a dependent variable of three dimensions (financial performance, internal operations, customer satisfaction). These variables constitute the framework around which the research revolves, and the research community consists of those with responsible administrative positions within the upper and middle management level, as the sample included (general managers, assistants general directors, directors of departments and divisions) in the Baghdad Municipality Center. Collecting data and information, and the research produced a set of results, among which is that the entrepreneurial management plays a major role in the quality of institutional performance. Or the upper and middle management with the effectiveness of the entrepreneurial management whenever the quality of performance of the services provided in the Baghdad Municipality rises, as well as the weakness of the planning process of the administration and the lack of a clear vision in the activities and work of the researched organization.

Key Words: (Entrepreneurial Management, Quality of Organizational Performance)

The first topic

Scientific methodology for research

The research methodology is the road map for every researcher because it defines the path that the research should be on, and based on this importance of the methodology, it is necessary to delve into the details of this map, which achieves the goal of the current research. This topic deals with the scientific methodology of the approved research that begins with identifying the research problem, the importance of the research, its objectives, hypotheses, the model of the

research outline, as well as the use of the most important quantitative and qualitative methods and methods to reach the desired results.

First: the research problem

Administrative levels are one of the basic rules and pillars in job performance and achieving the quality of institutional performance, especially in government institutions, because of their great and effective role in organizing the work of employees and improving the quality of services provided in these institutions and this leads to the advancement of these institutions and the taking of important and crucial decisions and other The matters that will raise the required level to achieve the quality of institutional performance, and from here the research problem arises with the following question:

What is the role of the entrepreneurial administration in achieving the quality of institutional performance in the Baghdad Municipality?

Accordingly, I have relied on addressing the problem with the following questions- :

- 1 -What is the efficiency of the entrepreneurial management in terms of relevance, accuracy, objectivity and speed in achieving the quality of performance in the researched institution.
- 2- What is the size of the gap in the dimensions of the entrepreneurial management and the quality of institutional performance in the researched institution.

Second: The importance of research

The importance of the research is summarized as follows

- 1 -The importance of research is through the theoretical and applied side of the research, which shows the role and concept of management for the upper and middle levels in government institutions in achieving the quality of institutional performance through the use of practical and scientific foundations and concepts.
- 2 -The research contributes to clarifying scientific methods and methods and modern and basic standards, which it is important to follow by the researched institution to make the role of management more objective, speedy and accurate in achieving quality.
- 3- The extent of the importance of research in revealing the strengths and weaknesses in the management role of the researched institution, with the aim of addressing weaknesses and focusing on the strengths and investing them, which will be reflected positively on the quality of the institution's performance.

Third: The research objective

The research seeks to achieve the following objectives- :

- 1 -Diagnosing the efficiency and role of the entrepreneurial administration in the researched institution, determining the extent of its contribution to providing high-quality services to the beneficiaries, and defining the most important goals.
- 2 -Clarify the size of the gap in the dimensions of the leadership management in the quality of institutional performance in the departments of the researched institution.

3 -Highlighting the extent to which the results contribute to achieving a high level of quality in government institutions.

4- Providing some recommendations and proposals that would help the Baghdad Municipality in the efficiency and improvement of management to achieve the quality of performance provided to the beneficiaries.

Fourth: Impose the search

The research is based on the following basic hypothesis regarding the extent of the entrepreneurial management's contribution to the quality of institutional performance.

Fifth: The hypothetical outline of the research

The researcher relied on two basic variables:

The independent variable (entrepreneurial management) and the dependent variable (quality of institutional performance) and that each variable includes a set of dimensions, as the independent variable consists of four dimensions, while the dependent variable consists of three dimensions, and the following chart model illustrates this and the extent of the relationship between them:

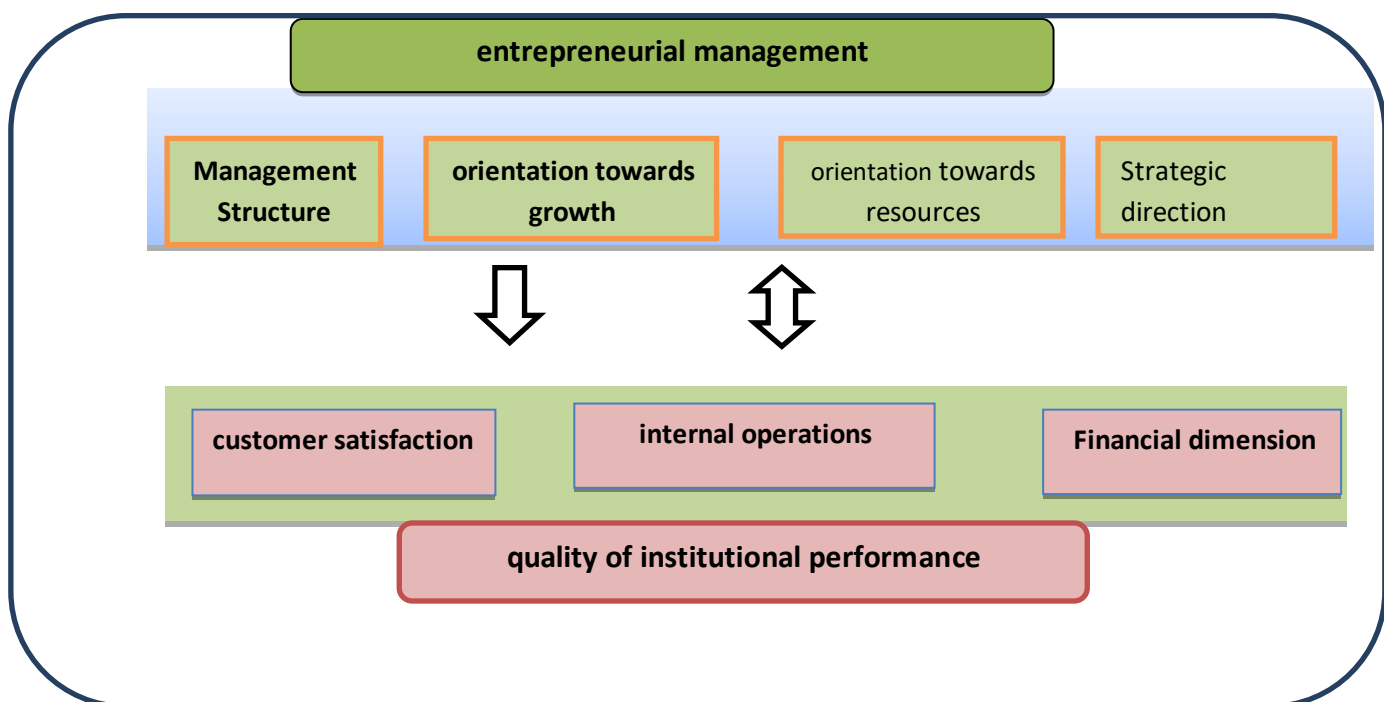


Figure (1) the hypothetical outline of the research

Sixth: Means of collecting data and information

There are two aspects:

1 .The theoretical aspect: as the researcher relied on Arabic and foreign books, periodicals, articles, doctoral theses and master's theses related to the research topic, in addition to making use of the international information network (Internet).

2 .The practical aspect: To obtain data and information in this aspect, a number of methods were relied on:

A- Official documents and records: related to the topic of the research, which enabled the researcher to familiarize himself with the researched company, its origin, nature of its work, its organizational structure, and the number and levels of managers.

B- Personal interviews: A personal interview was conducted with the sample members, in particular with the directors, department heads and people's officials in order to ensure access to the correct information that supports the research.

D- Checklist: A checklist was prepared for the purpose of identifying the gap in performance, Baghdad Municipality, the research sample.

E- Observation: It is considered one of the means of scientific research, which is the accurate observation and observation of a certain behavior or phenomenon under work conditions in order to obtain the required information.

The second topic the theoretical side

The topic is divided into two paragraphs. The first paragraph tries to identify the concept of entrepreneurial management and some of the issues related to it, while the second paragraph focuses on the concept of the quality of institutional performance and some issues related to it as well.

First: Entrepreneurial Management

1 -Entrepreneurial management concept

The concept of entrepreneurship is an activity that involves exploring, evaluating and investing opportunities to introduce new goods and services, methods of organization, markets, processes and raw materials through the organization of efforts that were not present by Mazzarol&Reboud, 2020: 15). The concept of leadership refers to a set of creative, organizational, directive, administrative and supervisory skills and all activities aimed at investing and expanding in new markets, which are specifically linked to times of uncertainty, crises and changes that take place in the environment (Ristic et.al, 2017: 304). Hassan, 2011: 214) believes that the development of entrepreneurial management in organizations is not just the creation of new businesses, as it requires possessing the necessary knowledge and skills in business management and in the face of the constantly changing and turbulent external environment.

It is a process that began with providing new services that generate new characteristics and functions of the organization and enhance its social, regional and economic environment (Alfaliha&Ragmouna, 2020: 1860).

The importance of entrepreneurial management

The importance of entrepreneurial management appears in terms of its work on building the so-called competencies in the field of entrepreneurship, which is a mixture of different skills, experiences and attitudes of entrepreneurs, enabling individuals to work for their own account and self-reliance in order to be creative and innovative in identifying business and development opportunities (Chinomona & Maziriri, 2015: 842). And it appears through the formation of an entrepreneurial economy by establishing an economy based on innovation, creativity and knowledge, establishing new projects and investing opportunities (Borges et al 2018: 188).

The importance of entrepreneurial management is evidenced by the following advantages (Ahmetoglu et al, 2017: 28):

- A) Organizations can obtain a brief gauge of the ease or difficulty of navigating the different stages of the entrepreneurial management process.
- B) Organizations can retrieve information about the ease or difficulty of moving between two successive stages of the entrepreneurial management process that reflects the "efficiency" of the start-up process, and is particularly appropriate in moving from "thinking about starting a business" to taking steps to start a business higher.

3 -Dimensions of the entrepreneurial administration

Organizations should rely on their capabilities to maintain leadership in order to achieve their goals, as the entrepreneurial management contributes to building a solid center for organizations in their local and international markets through the characteristics of management and the adoption of risk, and the ability to solve problems and take appropriate decisions, and for the arrival of organizations. In addition, there must be a set of dimensions that you need for this purpose, and through a review of previous literature a set of the most important dimensions have been identified, which are as follows (strategic orientation, resource orientation, management structure, orientation towards growth), which will be looked at:

A- Strategic direction:

The environment of the organization at its various levels has a lot of information that is more easily obtained than ever before about drawing up a strategy for decision-making in organizations, so this information is not always a good and distinctive thing, and it may be harmful and unhelpful in its impact on the behavior of employees and competitors. The strategic orientation leads to the discovery of opportunities and a survey of the environment in order to expand its share and arrange its priorities and innovative activities, which will lead to prosperity, growth, development and the achievement of organizational goals (Woolley, 2013: 114).

B - orientation towards resources:

Entrepreneurial organizations seek to exploit opportunities by owning resources, and these resources may be multiple, they may be directed towards knowledge (such as technology and information) or ownership (such as human and financial resources, skills and competencies), and

the term human resources (HR) refers to the management of employees individually or collectively. And in a way that enables them to help to achieve the strategic goals of the organization, and this can only be achieved if highly qualified employees are appointed, trained, evaluated, and given incentives and rewards to reach their maximum potential and thus achieve the organization's goals (Longenecker et al, 2017: 535).

C- Management Structure:

The management structure in organizations is usually in the form of a number of vertical levels between the executive directors and the staffing staff at the lower level has a small space of freedom, and written job descriptions with all the staffs in the organization are present, and the non-management employees get instructions and procedures and develop them and help them higher level managers In defining and describing data (Chirani, Ebrahim, 2013: 67-68).

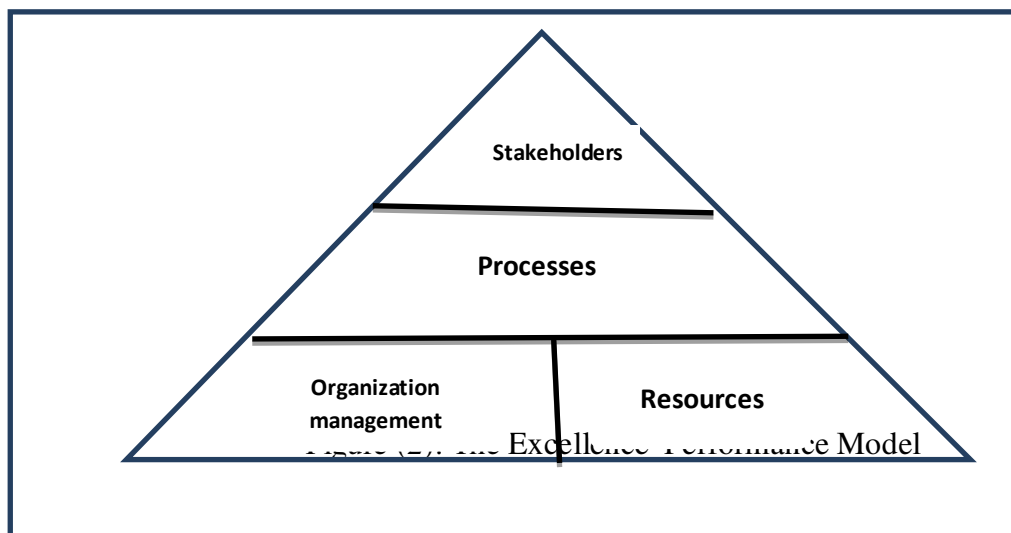
W - orientation towards growth:

The growth orientation for entrepreneurship is more appropriate to take advantage of opportunities in rapidly changing global markets, especially small and medium-sized companies that are rapidly competing in the market to take advantage of their profit opportunities. (Naldi et al, 2015: 6).

Second: Quality of institutional performance

1 -The concept of institutional performance quality

The concept of quality and performance must be clarified, as Crosby defined quality as the product's suitability to the customer's requirements and the need to focus on preventing errors by following zero performance standards.(Aized, 2016: 220) .As for performance, the term performance is a Latin term, meaning the performance of an action or the completion of an activity or the execution of a task, and performance is represented as the economic results resulting from the interaction between the characteristics and procedures of the organization and the environment in which it operates (Ramallo, 2016: 17), and (Kotler) presented an understanding of outstanding performance by proposing a model of characteristics of business organizations with superior or efficient performance, which can be illustrated in Figure (2) as follows:



Source Kotler, Philip, (2000), **Marketing Management**, Copyright By Prentice Hall Inc., New Jersey, America, P : 40

As for the quality of institutional performance, it is represented in the ability of institutions to achieve their goals, and does not include goals that focus on financial gains, but rather include operational and market issues, customers, internal processes, learning and growth (Sfreddo et al, 2018: 2)

2 -The importance of institutional performance quality

Understanding the quality of goods or services is essential for developing products and services and generating an appropriate competitive advantage. It is believed that high quality leads to customer satisfaction, which in turn leads to a continuous re-thinking of the customer about the intention to buy, which generates confidence among customers and talking positively about them and attracting others. (Maiga, 2015: 5) to deal with the organization

The importance of the quality of performance in business enterprises of all kinds lies in the following (Al Shumaily, 2017: 11):

- 1 -Supporting the importance of the goal that the administration seeks to achieve.
- 2 -Assists in the scientific translation of all decisions that are made at all levels in the institution, and for effective performance to be achieved, the performance should be characterized by seriousness and integrity when making decisions.
- 3 -The performance supports the list of the main tasks entrusted to the management and comes at the forefront of which is the interest in achieving the goals
- 4 -Contributing to the ability to provide positive and satisfactory results.

3 - Diminishing the quality of institutional performance

The quality of institutional performance has a number of dimensions that determine how the quality of performance can be measured. The current research has focused on a number of them, which are as follows:

A- Financial dimension:

The financial dimension is the management of financial resources a very important factor for the success of the institution, to know how to attract money and how to invest it as well as possible because it is a vital matter, but the most common mistake is that most institutions focus on the financial results in whole or in part and ignore other views. 2017: 539). Others have considered that the measures of financial performance expressed in the objectives and measures of overall performance are what show the extent of improvement in the results of the institution (Zizlavsky, 2014: 219).

B - internal operations:

This dimension includes all the internal activities through which the organization achieves the needs and desires of the customer(Commodity, service) The importance of this dimension lies in the success of the organization and its distinction from others in achieving the needs ofThe customer, and the question here is “what should the organization excel at?”, And the measures of

this dimension (effectiveness of aspects).Administration, productivity control, service provision, use of technology) it represents everything related to the internal environmentFor the organization (Moghadam &Saghi, 2013, 378)

c-customer satisfaction:

It refers to the term customer satisfaction as a term that measures how the products or services provided by the organization meet or exceed the customer's expectations (Blessing & Natter, 2019: 48). And that customer satisfaction is represented by the number of customers or the percentage of total customers whose reported needs exceed the organization, its products or services (Chicu et al, 2019: 88).

The third topic

The practical side

Description of the research sample responses according to a checklist of the main and sub variables

The focus of the research is to present the results of the answers to the checklist questions, and to analyze the data to arrive at the results of the research by relying on a statistical method (descriptive analysis) by extracting the frequencies, weights, arithmetic means and percentages of the extent of matching the sub-variables and determining the size of the gap with the reality of the Baghdad Municipality departments, the research sample, and from During the answers to the checklist with the seven-scale scale and the corresponding weights (0,1,2,3,4,5,6), respectively.

As the average of the scale adopted for comparison is equal to (3), that is, partially achieved, and as explained later, and through field coexistence and personal interviews for most departments, divisions and units in the Municipality of Baghdad. Represented by directors of the researched departments, assistants of general directors, directors of departments, divisions and units, and experienced engineers, for the purpose of obtaining realistic answers to fill out the checklist, where the contents of the questions on the examination list were explained to clarify its paragraphs, and those contents were intended to direct indirect questions and inquiries related to the same list without reference. To make sure the answers are realistic, below is an analysis of the checklist results.

First, the independent variable: Entrepreneurial management

1 -Strategic direction: It is the method by which the orientation will be made towards achieving the strategic objectives, and maximizing the positive elements of the operational efficiency of the organization in a way that leads to the reduction of the elements with negative dimensions surrounding its work. This criterion includes (1) questions distributed into seven weights, as shown in the table below:

Strategic direction	Fully implemente	Fully implemente d. partially	Fully implemente	Partially implemente	Partially applied,	Partially annlied not	Not implemente
	6	5	4	3	2	1	0
The secretariat's strategies are implemented according to the vision and mission directions .drawn				✓			
The Baghdad Municipality benefits from the available resources and employ them as required				✓			
The Baghdad Municipality focuses on existing resources in formulating and implementing the strategic plan				✓			
Duplicates	0	0	0	3	0	0	0
Score = iterations x weights				9			
Weighted arithmetic mean = result range / group of iterations	2.75						
Match extent = arithmetic mean / highest weight	0.687						
Gap Size = 1- Percentage of match extent	0.313						

The results of Table (1) show that the dimension of "strategic orientation" obtained an average of (3) degrees out of (6) degrees, which is partially applied and fully documented, and that the percentage of the extent of conformity is (50%), which indicates a gap of nonconformity by (50%) and it represents the degree of departure from the ideal situation represented by the percentage of conformity (100%) which corresponds to a weighted arithmetic mean of (3) and the more the gap size decreases due to improvement processes, the better and more close to the situation is fully applied and fully documented

By calculating the gap, we notice that the size of the gap is relatively large in relation to the strategic direction, because the Municipality of Baghdad does not work to employ its resources at the required level, which is reflected in the formulation and implementation of the strategic plan in accordance with the directions of the vision and mission.

Areas for improvement required

a. The need for more information about the vision and mission of the Baghdad Municipality and the values that govern work performance.

B. Developing the Baghdad Municipality's plans and converting them into tangible results with introducing them to publish them to the concerned parties by displaying them as billboards in prominent places or on the municipality's website, in order to help the formulation and implementation of the plan properly.

2 - **Resource orientation:** It is the extent of control and control over resources (financial, human, intellectual capital), skills, capabilities and capabilities), and reducing the amount of user and ownership thereof. This criterion includes (3) questions distributed into seven weights, as shown in the table below:

Table (2) Analysis of the results of the resource orientation

Table (2) the Resource orientation checklist							
Resource orientation	Fully implemente	Fully implemente d. partially	Fully implemente	Partially implemente	Partially applied,	Partially applied not	Not implemente
	6	5	4	3	2	1	0
The Municipality of Baghdad is keen to use and invest resources at the required level				✓			
The Municipality of Baghdad invests its resources in a high intensity and speed				✓			
The Municipality of Baghdad divides projects into several stages and determines the resources required for each stage individually before starting them.			✓				
Duplicates	0	0	1	2	0	0	0
Score = iterations x weights			4	6			
Weighted arithmetic mean = result range / group of iterations	3.33						

	Match extent = arithmetic mean / highest weight	%55
	Gap Size = 1- Percentage of match extent	%45

The results of Table (2) show that the dimension of "orientation towards resources" obtained an arithmetic mean average of (3.33) and that the percentage of the extent of conformity is (55%), indicating that there is a gap of non-conformity of (45%). By calculating the gap, we notice The size of the gap is large, but it is less in relation to the strategic orientation, because the Baghdad Municipality seeks to divide the projects into several stages and determine the resources required for each stage although the resources are not invested in the required speed, and this gap was also the result of the existence of routine work and procedures that hinder the work of the projects that belong to it. With high profits.

Areas for improvement required

a . Seeking the optimal investment of resources by the higher management inside and outside the Baghdad Municipality departments, especially projects that provide high profits.

B- Developing the mechanisms that enable the trust departments to invest resources according to specific mechanisms and a specific course of action that lead to achieving the goals.

c . The endeavor to divide the projects leads to the allocation of the required resources closer to reality and thus leads to the utilization of the remaining resources in other stages or other projects.

d - the correct function of resources by the senior management, which reflects positively on the strategic plan.

3-Management structure: It is considered "the basis of the work of the entrepreneurial management through which the administrative and operational mechanisms can be developed for evaluating, selecting and implementing the performance of the institution." This criterion includes (3) questions distributed into seven weights as shown in the table below:

Table (3) Analysis of the results of the management structure dimension

Table (3) the Management structure checklist							
Management structure	Fully implemente	Fully implemente d. partially	Fully implemente	Partially implemente	Partially applied,	Partially annlied not	Not implemente
	6	5	4	3	2	1	0
The Municipality of Baghdad encourages its employees to take					✓		

the decision to run their business.							
The secretariat prefers strict control over funds and operations by having a network of advanced information systems, monitoring and continuous follow-up in a way that ensures that all levels have access to the required information.					✓		
The employee's work in the Municipality of Baghdad is commensurate with his scientific specialization.				✓			
Duplicates	0	0	0	1	2	0	0
Score = iterations x weights				3	4		
Weighted arithmetic mean = result range / group of iterations	2.33						
Match extent = arithmetic mean / highest weight	% 39						
Gap Size = 1- Percentage of match extent	61%						

The results of Table (3) show that after “the management structure has obtained an average of (2.33) and that the percentage of the extent of conformity is (39), which indicates that there is a gap for non-conformity of (61%). By calculating the gap, we notice that the size of the gap is large. Relatively speaking, it results from- :

a. The weakness of senior management in supporting its employees to make decisions in the field of their work.

B. Weakness in the process of monitoring the operations and activities and in possessing a network of advanced information systems, control and continuous follow-up to ensure that all levels get the required information

C. The employee's work is commensurate with the scientific specialization by a significant percentage that reaches the level of satisfaction.

Areas for improvement required

a. Allow room for employees to express their opinions and suggestions, especially those with experience and competencies, which will be reflected positively in improving the performance of employees.

B . The endeavor of the higher management to strengthen, enhance and protect the regulatory authorities and to achieve continuous follow-up to preserve public funds from waste and loss, which will be reflected on all relevant authorities in obtaining the required information.

c. Seeking to invest entrepreneurial capabilities and adopting modern technologies that improve their development processes.

d. The extent of alignment and conformity of the management structure with the effective human resources and strategic plans and preparing training plans to enable employees to meet current and future needs while measuring the effectiveness of training and its impact on the performance of employees working in the Baghdad Municipality.

4 -Orientation towards growth: It is one of the important dimensions of the organization that is concerned with the growth, development and expansion of projects and all services provided to the beneficiaries, and this criterion includes (3) questions distributed into seven weights, as shown in the table below:

Orientation towards growth	Fully implemente	Fully implemente d. partially	Fully implemente	Partially implemente	Partially applied,	Partially annlied not	Not implemente
	6	5	4	3	2	1	0
Baghdad Municipality departments achieve growth as a primary goal in their work.				✓			
The Municipality of Baghdad is working to achieve steady and sure growth as the best way to expand its projects in the largest size and as soon as possible.				✓			
The Municipality of Baghdad adopts innovative and sophisticated mechanisms to enhance the growth and expansion of its services.			✓				
Duplicates	0	0	1	2	0	0	0
Score = iterations x weights			4	6			

Weighted arithmetic mean = result range / group of iterations	3.33							
Match extent = arithmetic mean / highest weight	% 55							
Gap Size = 1- Percentage of match extent	45%							

The results of Table (4) show that the dimension of “growth towards growth” obtained an arithmetic mean rate of (3.33) and that the percentage of the extent of conformity is (55%), which indicates that there is a large gap for non-conformity with a rate of (45%). Baghdad remains on the old classic ways of managing its projects strategically, which leads to failure to achieve growth as a primary goal in its field of activities.

The most important areas of improvement required

- a. The administration should strive to achieve growth as a primary goal in its field of business by adopting renewable and advanced mechanisms to enhance and expand growth in its services.
- B . The top management should strive to expand its performance and projects to the largest possible size through achieving steady growth in its field of business.
- c. The Municipality of Baghdad should prepare a knowledge base to identify areas that need improvement and development of methods to promote growth that leads to the optimal investment of resources, in order to meet the multiple needs of society.
- Th. Referring projects and businesses to solid companies who have experience and competence in implementing and completing projects similar to the referred projects and accounting for companies lagging in their work, which was one of the reasons that led to the low level of growth of the Baghdad Municipality projects

Second: The dependent variable: Quality of institutional performance

- 1- Financial performance: The primary objective of the corporation is to achieve the maximum possible profit profit, by achieving distinct levels of profit performance and providing cash liquidity in the near and long term. ”This criterion includes (3) questions:

Table (5) analysis of results after the financial performance

Table (5) the Financial performance checklist							
Financial performance	Fully implemente	Fully implemente d. partially	Fully implemente	Partially implemente	Partially applied,	Partially applied not	Not implemente
	6	5	4	3	2	1	0
There is a growth in the revenues generated from the activities and works of the Baghdad Municipality.			✓				
The accounts of projects, activities and business are reviewed and followed up at the Municipality of Baghdad periodically and at their specified times				✓			
The liquidity index is one of the important financial indicators that the Municipality is striving to achieve			✓				
Duplicates	0	0	2	1	0	0	0
Score = iterations x weights			8	3			
Weighted arithmetic mean = result range / group of iterations	3.66						
Match extent = arithmetic mean / highest weight	% 61						
Gap Size = 1- Percentage of match extent	% 39						

The results of Table (5) show that after “financial performance”, it obtained an arithmetic mean average of (3.66) and that the percentage of the extent of conformity is (61%), which represents

the highest percentage of the extent of conformity, and this indicates that there is a gap for non-conformity of (39%). By calculating the gap, we notice that the size of the gap results from- :

a. Failure to achieve revenues at the required and desired level, which achieved a result of (4) out of (6), which is totally applied and not documented.

B . The review and follow-up of projects, activities and works in the Municipality of Baghdad are not conducted periodically and on time and have achieved (3) out of (6) and they represent partially implemented and fully documented.

c . Failure to achieve liquidity at the required level, which is the most important paragraph for the financial performance dimension, as it achieved a result of (4) out of (6), which represents fully applied and not documented

Areas for improvement required

a . Striving to achieve and increase higher revenues by opening entertainment and service projects while providing all needs and services that achieve revenues and achieve leadership for the Municipality of Baghdad and enhance its position

B. The higher management conducts periodic review and follow-up of projects, activities and works in the Municipality of Baghdad on a regular basis.

c . Raise the financial liquidity index through optimal investment of all available resources

2-Internal operations: It is the analysis of the performance of the internal activities and operations of the institution represented by production processes, services and related activities, and determining their impact on society and achieving the objectives of the institution and this criterion includes (3) questions distributed over seven weights as shown in the table below- :

Table (6) analysis of the results of the internal operations

Table (6) the internal operations checklist							
internal operations	Fully implemente	Fully implemente d. partially	Fully implemente	Partially implemente	Partially applied,	Partially annlied not	Not implemente
	6	5	4	3	2	1	0
Continuous development processes are taking place in the municipality in operations and activities inside and outside the municipality of Baghdad.					✓		
Amendments are made to the activities and work of the secretariat in the event of significant changes in government				✓			

policies.							
Baghdad Municipality departments submit quarterly, semi-annual and annual reports on their activities and work on time.			✓				
Duplicates	0	0	1	1	1	0	0
Score = iterations x weights			4	3	2		
Weighted arithmetic mean = result range / group of iterations	3						
Match extent = arithmetic mean / highest weight	% 50						
Gap Size = 1- Percentage of match extent	% 50						

The results of Table (6) show that after "internal operations", an average of (3) is obtained that is partially applied and fully documented, and that the percentage of the extent of conformity is (50%), indicating that there is a gap of nonconformity of (50%) and through Calculating the gap We note that the size of the gap is relatively large in relation to internal operations, as a result of :

-

a. The administration did not work continuously and periodically to develop operations and activities, whether inside or outside the secretariat, as it achieved a result (2) out of (6), which is represented as partially implemented and partially documented.

B . Not to introduce modifications to activities and workers other than in the event of changes, especially in the aspect of government policy, which have achieved a result (3) of (6), which is that it is partially applied and fully documented.

c . The Secretariat departments did not submit the quarterly, semi-annual and annual reports of their work in the required manner and in the specified time, and they achieved a result (4) out of (6), which is that it is fully implemented and not documented.

Areas of improvement required:

a . The development of work systems and activities of all kinds is monitored by the higher management in Baghdad Municipality departments on a regular and continuous basis.

B . The use of modern technology contributes to raising the level of operations and activities and providing better performance in the departments of the Secretariat.

c . Seek to make adjustments by the higher management in accordance with what changes to the external environment are achieved.

d. The secretariat departments must submit quarterly, semi-annual and annual reports of their work and activities at the specified time, and thus the performance of the human resources in the department is evaluated based on their performance reports and by various parties inside and outside the secretariat's departments, as well as they identify strengths and address the situation of weakness and invest opportunities and avoid External threats and challenges.

3 - Customer Satisfaction: It is the customer's feeling of happiness through comparing the achieved quality performance with the expected performance, and this standard includes (3) questions distributed into seven weights, as shown in the table below - :

Table (7) analysis of results customer satisfaction

Table (7) the customer satisfaction checklist							
customer satisfaction	Fully implemente	Fully implemente d. partially	Fully implemente	Partially implemente	Partially applied,	Partially annlied not	Not implemente
	6	5	4	3	2	1	0
Baghdad Municipality adopts citizens' complaints as a feedback system to improve the quality of work.			✓				
Citizens' complaints about the work of some secretariat departments are documented and answered or dealt with.			✓				
The price of Baghdad Municipality services is determined according to the per capita income and standard of living.			✓				
Duplicates	0	0	3	0	0	0	0
Score = iterations x weights			12	0			
Weighted arithmetic mean = result range / group of iterations	4						

Match extent = arithmetic mean / highest weight	% 67
Gap Size = 1- Percentage of match extent	% 33

The results of Table (7) show that after "customer satisfaction", a score of (4) was obtained, and that the percentage of the extent of conformity is (67%). The gap is the result of the lack of complete reliance on feedback in improving the quality of work in terms of citizens' complaints. In addition, the results showed a proportionality in the price of services versus per capita income, fully applied and undocumented.

Areas of improvement required:

- a. Striving by Baghdad Municipality departments to adopt citizens' complaints as a feedback system to improve work quality
- B . Working on implementing modern technology systems in the Baghdad Municipality departments, especially those concerned, increases the speed of response to address complaints submitted by citizens.
- c . Seeking to provide services by the secretariat according to the individual's income to achieve social welfare.

The fourth topic

Conclusions and recommendations

First: the conclusions

1 -The administration has weakness in supporting its employees to take decisions in their field of work, in addition to the weakness in the process of control and follow-up on activities and business, which will affect the level of quality.

2 -Failure to achieve both revenues and liquidity at the required and desired level, which is one of the most important paragraphs that the Baghdad Municipality seeks to achieve, due to the presence of external factors represented by the economic situation, including the delay in approving the budget, delay in financing projects and work for the Baghdad Municipality, in addition to the change in Exchange rates for currencies.

3 - A low level of growth and expansion in some of the departments discussed, which was reflected in the Baghdad Municipality in general, as a result of the presence of some lagging companies with limited experience and competence, which was reflected in the quality level in the Baghdad Municipality.

4 -The lack of response to some complaints due to the presence of factors beyond its control and control, including the expansion of slum areas outside the borders of central planning, which led to the overrun on water, sewage, clothing and other services, as well as the presence of a conflict with projects carried out by other ministries, in addition to the presence of interference Among

the projects implemented for a long time with the current projects, which led to the suspension of work until it was settled, and other factors that led to a decline in the quality of services provided to the community.

5-The lack of staff with engineering and financial specializations compared to the volume of work assigned to the Baghdad Municipality, which leads to delays in the completion of work and failure to provide it at the required level.

Second: Recommendations

1-Allowing employees to express their opinions and suggestions in a way that will help achieve the level of quality at work.

2-Striving to establish an efficient and effective system to achieve continuous monitoring and follow-up of activities and business, which facilitates obtaining information to all relevant authorities.

3-Working to increase revenues by opening projects and working to invest them in the best investment, which is reflected in the increase in revenues and financial liquidity.

4-Referral of projects to solid companies that are available from those who have the competence and experience in implementing and completing projects similar to the referred projects.

5-Seeking to enact laws that limit the increase in randomness and abuse to limit damage to public services and seek to resolve all conflicts that led to a decline in the quality of services provided to society

Which also causes a waste of public money.

6- Working to provide staff with engineering and financial specializations, and those with experience and scientific and practical qualifications, especially in the field of providing services of the highest quality, which is positively reflected in the Municipality of Baghdad.

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