Organizational Diagnosis Role in the Development of NAFTAL's Strategy : E.MORIN & A.SAVOIE Model

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Summary: The responsibility of Top Managers provides the future view of the institution and surrounds it with a clearly defined strategy. Achieving organizational effectiveness depends on the extent of its ability to manage the relationship between its strategy and organizational structure.

The organizational diagnosis models are the most important tools used by the specialists to develop a strategy compatible with the circumstances for assisting the corporation to achieve and contribute a successful corporate strategy towards achieving the desired goals by providing accurate information that has become an urgent necessity.

In this study, we analyzed the National Petroleum Marketing and Distribution Corporation– NAFTAL using the E. MORIN & A. SAVOIE model. The study concluded that the presence in a highly competitive environment is considered as a threat to the Petroleum Corporation and therefore, its aim is seeking to preserve its position in the market and enhancing the quality of its marketing and distribution services.

Keywords: Strategy; Corporate Strategy; Organizational Diagnosis; E.MORIN & A.SAVOIE Model; NAFTAL Corporation.
Jel Classification Codes: L25 ; M10.

I- Introduction:

Diagnosing an organization is the first phase of strategic planning. If this process is carried out accurately and thoroughly, then it provides the necessary information about the institution's status. Consequently, take the right decisions that determine the strategic directions of the company in a way that leads to growth and development. The success of the strategy depends on the success of the organizational diagnosis, and this requires that it should be performed in a manner that facilitates and assists the strategy plan towards achieving the desired goals, as this can only be achieved by relying on systematic organizational diagnostic models based on factors that allow the identification of criteria that help in evaluating and developing the institutions. In turn, it contributes to the strategic process; from the formulation to the implementation. This research focuses on the role of organizational diagnosis, which represents an assessment of the current status of the organization to define and design proper organizational interventions and plan the strategy.

- The Problematic of the Study:

Based on the above, the study problem will be demonstrated through the following question:

Does the Top Management in the organization under consideration seeks to adopt the E.MORIN & A.SAVOIE organizational diagnostic model to build and to develop its corporate strategy?

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- The Hypotheses:

In the light of surveys and theoretical background concerning research subject as an initial answer on the problem at hand, the hypothesis of the study is a follows: The E.MORIN & A.SAVOIE Organizational Diagnostic Model contributed to the preparation and development of NAFTAL's strategy.

- Previous Studies:

While there are studies in many countries addressed the same subject, in this study the most important Studies and researches on this topic are reviewed.

- L. Byron BISSELL, Jeanmarie KEIM, (2008): **"Organizational Diagnosis: The Role of Contagion Groups"**. The purpose of this paper is to propose a model for conducting an organizational assessment/diagnosis. The model provides practitioners with a method to identify the breakdown (s) in the organizational system that is motivating a significant number of individuals to manifest dysfunctional organizational behaviors. When organizational systems are dysfunction, stress levels increase among employees. Following increased stress, individuals create a contagion group that, if not addressed, can interfere with achieving the organization's mission. Practical implications; the information is readily applied to real-world settings for those who are facing dysfunction within organizations and has repeated been successful. This paper provides a perspective on consulting with dysfunctional organizations that combines the expertise of psychologist and business consultants. It provides information to those in the working in the field and academics seeking new models to test.

- Philippe RAUFFET, Catherine DA CUNHA, Alain BERNARD, (2010): **"Organizational capabilities assessment: a dynamic methodology, methods and a tool for supporting organizational diagnosis"**. Many methods, like CMMI, ISO norms or 5 steps road mapping, are implemented in organizations in order to develop collective competencies, called also organizational capabilities, around organizational needs. They aim at providing new means to controls resources of organization, and enabling an organizational diagnosis, it is to say the evaluation of the strengths and the weaknesses of the organization. Nevertheless, these methods are generally based on knowledge based models (they are composed of good practices libraries) and on the experience of functional experts who structure these models. So human and organizational errors can occur in these models and noise the assessment of organizational capabilities, and therefore the organizational diagnosis. This paper proposes a methodology, some methods and a tool, to make these knowledge based models and the assessment of organizational capabilities more reliable, so as to enable an accurate organizational diagnosis.

- Roxana STEGEREAN, Corina GAVREA, Anamaria MARIN, (2010): **"The Application of a Diagnostic Model: An Empirical Study"**. This study has structured around a vast majority of managers and consultants use in conducting organizational diagnosis specific models to identify the organizational aspects that proved to be essential in the past. The object of this paper is to apply such a model within a Romanian organization. More specifically we extended the well-known Six Box Model to include, besides the six variables (purpose, structure, rewards, mechanisms, relation and leadership), other interest variables such as external environment and organizational performance in order to evaluate the organizational performance based on employees' perceptions. The results obtained show that three of the 8 variable registered a significant and positive impact on organizational performance (purpose. mechanisms and external environment, the latter was not considered as a distinct variable in the Six Box Model).

- Sanjay, Raja, (2011): **"Diagnosing organizational effectiveness in the tourism sector of Zanzibar"**. This research thus set out to explore and diagnose the organizational effectiveness of the accommodation units of the tourism sector in Zanzibar. The research had specific objectives of diagnosing and finding the gap between the current and the optimal organizational performance in two particular units of accommodation as well as determining

the factors affecting organizational performance in these units. The study furthermore set out to recommend implementation of suitable intervention activities to improve organizational performance in the units analyzed.

I.1. Strategy: Definition and Steps

I.1.1. Definition of the Strategy:

The word "strategy" comes from the Greek word "Strategos", which is divided into two parts; the first part means "Stratos" and the second part is "Agos". It means the attributes possessed by the general[1], thus the strategy is "Art of Leadership"[2].

Jr. Alfred Dupont CHANDLER defined strategy as "The determination of the basic long-term goals and objectives of an enterprise, and the adoption of courses of action and the allocation of resources for carrying out these goals[3]".

The extent to which organizations succeed or fail depends on their strategies, as they need to be aware of their current situation and foresee their future, besides the organization, can only realize its purpose by defining its own strategy. According to KAPLAN & NORTHAN strategy is not a stand-alone management process; it is one step in a logical continuum that moves an organization from a high-level mission statement to the work performed by the Frontline and back-office employees[4]. We note that most researchers focused on identifying the institution for its goals and objectives, or as an instrument to adapt to the environment. Based on the strategy literature, a comprehensive definition of the strategy can be given:

"Corporate Strategy is to define the long-term goals and provide the resources necessary to achieve it; in another sense, it is a plan of action for the purpose of achieving the goals of the organization, based on an optimal allocation of its resources".

I.1.2. LCAG to set up a Corporate Strategy:

The establishment of the strategy involves the sum of actions, actions and dynamic elements that begin by determining the effect to motivate the behavior and ends with a commitment to a set of decisions and actions.

The LCAG model published in 1965 revealed by Learned, Christensen, Andrews, and Guth (LCAG) (1969) might be seen as another key origin of business policy/strategy., developed from the SCP model and by implication how important it is to study the industry-level or business unit competitive environment should be seen as, something that developed alongside other views of the factors that determine business strategy. In this model, a firm has to balance the four elements of company internal strengths and weaknesses, external industry opportunities and threats, the personal values of those directing the firm, and finally broader external social expectations.

The LCAG model was developed into a series of analytical processes which managers might use in thinking about firm strategy. Ansoff's book of corporate strategy first published in 1965 [5], proposes a general pathway that differentiates between the planning phase and implementing the strategy.

- **The Strategy Formulation Phase:**

It based on the internal and external diagnosis of the institution by identifying internal strengths, weaknesses, external opportunities and threats.

- **The Phase of Implementing the Strategy:**

Allocate the resources and their mobilization in line with the previous stage. The figure (1) shows LCAG Harvard's strategic model. The essential principle of this model is to search for the

best combination of the strengths, weaknesses of the organization, the opportunities, and threats of the environment. Through the above scheme, the strategy's methodology is summarized in two phases, the phase of preparing and shaping the strategy from internal and external diagnostics, as well as the implementation phase from mobilization resource and recruitment taking into consideration the social responsibility of the institution resulting from the requirements of society.

I.2. Organizational Diagnosis:

I.2.1. Definition and Characteristics of the Organizational Diagnosis:

Diagnosis is a significant preventive tool, as it shows the weaknesses of the institution, on the other side; it allows the consideration of approaches to improve its management conditions. And being a management tool that allows and serves to understand the past, the present and then interfere in the present for the future. R. Marvin WEISBORD, in the year 1978, provides a simple and summarized view of organizational diagnosis, describing it to identify the gap between "what is" and "what should be" in the institution.

The concept of organizational diagnosis can be clarified in the figure (2). As for the characteristics of organizational diagnosis can be summarized as follows:

- Characterized by objectives and linking relationships between complex organizational variables[6]; Thus obtaining information that helps the institution in management and change;
- Regular process which various actors and stakeholders are involved;
- Human Process It is influenced by the subjective variables of the individual such as values, opinions, ideas and shared perceptions between individuals working within the institution[7];
- It represents the first step in the process of building and strengthening organizational capacity and strategic planning committed to the institution[8].

I.2.2. Organizational Diagnosis of E.MORIN & A.SAVOIE:

The organizational diagnostic model based on a conceptual framework for understanding institutions. As for adopting the organizational diagnostic form, it is one of the common major choices facing consultants and other diagnostic practitioners. The researchers pointed out that, most diagnoses are incomplete because they did not take into account all elements of organizational effectiveness which were the subject of E. MORIN & A. SAVOIE research where they gained a model for organizational diagnosis in pursuit of how to achieve effectiveness organizational in institutions.

I.2.2.1. The E. MORIN & A. SAVOIE Model:

The institution's goals and activities need to use precise criteria to judge the success of their activities. It has become recognized that only one criterion cannot be determined to judge that success. The E.MORIN & A. SAVOIE model was adopted which is considered the most interesting as it integrates the role of the human resource in reaching the sustainability of the institution and organizational effectiveness. MORIN & SAVOIE set the organizational effectiveness as the judgment of different members related to the institution on the products, results or effects of the enterprise or its operations[9]. According to researchers MORIN & SAVOIE, organizational effectiveness depends on the judgment of the actors. So, their preferences, attitudes, and political interests influence their perception of organizational effectiveness.

I.2.2.2. The Basic Results of the E. MORIN & A.SAVOIE Model:

The researchers reached two types of results, those related to the literary review and those related to the survey as mentioned above. The literary review allowed the identification of two-phase of the diagnostic process; they have the phase of formulating the problem and the phase of problem-solving. Where the researchers stressed that the step of formulating the problem should be

completed before moving on to its solution. As for the survey, it resulted in four dimensions based on special perspectives or designs, as follows:

▪ **Sustainable Enterprise:**

Relied on a systemic prospect and measured by the products quality, services provided by the organization, economic resources, competitiveness, customer's satisfaction, suppliers, shareholders, and creditors. Who prepares the strategy should take into consideration the level of quality of the organization's products and services, which shows its effectiveness and continuation. The importance of the organization's various parties to the deal also plays a significant role when preparing the strategy, as the importance of each party changes during the different stages of the life cycle of the institution. In the phase of growing, customers are the most relevant parties to the deal. Hence, particular attention must be given to them and focus on them when preparing the institution's strategy until it can establish itself in the market. After the growing phase, the organization may see that it is vital to take care of the owners and shareholders and attain their satisfaction by delivering appropriate profit rates for them so that they can make any expansions at a later phase. The success and the continuation of the strategy are based on the level's quality of the organization's outputs and, thus, satisfying all parties.

▪ **Economic Efficiency:**

The primary task of the operations (manufacturing or service) manager is to develop and operate a system that will produce the required number of products or services, with a certain quality, at a given cost, within an allotted time[10]. Thus Economic Efficiency is based on an economic perspective. It is the prospect utilized by the managers, as it is measured according to financial indicators, such as productivity-effectiveness or profit margin. The goal of increasing productivity and increasing profitability is the role of who prepares the strategy, and that what makes it grows.

▪ **The Value of Individuals:**

It is based on a psychosocial perspective by evaluating the commitment of individuals, the working climate, working individuals cost, effectiveness, and their skills, as well as the health and safety of working[11]. The ease and obstacles absence are designated as a result of a pleasant institution's internal working environment with the skills availability among the personnel working as heads and subordinates, ensures the preparation of a supportive strategy to face the obstacles when completing the work.

▪ **Organizational Legitimacy:**

It is based on an environmental perspective, assessment of the organization's exploitation of the resources derived from its environment. Furthermore, they are measured by the amount of their respect, compliance with the provisions, regulations, and social responsibility for the institution at the legal, moral, and humanitarian levels, plus the environmental responsibility. When preparing its strategy, the institution must take into account its duties towards its society and its environment through its earnest attempts to seek to solve the society's problems and its participation in economic and social development processes and protect the environment from pollution.

▪ **The Political Dimension:**

It is evaluated through the approval of the dominant member. When adopting its strategy, the organization must take into account the necessities and goals of stakeholders. The major problem is reversed to the goals of the various stakeholders, making it challenging to prepare the strategy, so often, the question arises which part should the Foundation attempts to fulfill its goals first? The following thoughts have been made the Foundation can assist in answering:

- Top management preferences ;
- The extent to which the objectives are quantifiable ;

- Environnemental conditions.

The table (1) summarizes the dimensions that make up a model E.MORIN & A.SAVOIE for organizational diagnosis. But the figure (3) shows a model E.MORIN & A.SAVOIE for organizational diagnosis. Through the preceding, it is clear the interconnectedness and overlap that exist within the various previous indicators. The fulfillment of any indicator that may contribute to attaining another indicator, for example, employee comfort, may attend to improve production and boosting its quality and thus achieving profits. It noted that organizational effectiveness is not necessarily measured through all of these indicators, they have just suggested indicators as a result of many inquiries and research, and there is no compromise between writers and researchers about them. Consequently, there are no particular indicators by which to measure organizational effectiveness.

There are other principles developed by E. OSTROM (2010) that may overlap and integrate with the dimensions of the E.MORIN & A.SAVOIE model. The Perception Principles of the Success Case Analysis are as follows[12]:

- The boundaries are clearly defined;
- The concordance between the rules of appropriation and supply and local conditions;
- Collective choice devices;
- Surveillance;
- Gradual sanctions;
- Conflict resolution mechanisms;
- Minimum recognition of the rights of organization;
- Nested businesses for common resources belonging to larger systems.

With these eight conditions, an institution is deemed stable and allows her success of the institution's strategy.

II– Methods and Materials:

The case study is conducted of NAFTAL Corporation in the Executive Directorate of Strategy, Planning, and Economy of the Petroleum Corporation located in Cheraga – Algiers, where the institution under study is considered one of the most prominent institutions at the national level. It involves the third rank nationally after SONATRACH and NAFTEK. The study period chose to analyze the organizational diagnostic model, and its function in preparing the strategy was during the period (2012-2019). The collection of data and information was based on a set of tools and methods, namely:

II.1. Statistical Tools:

Relying on tables and graphs through which some concepts and statistics were simplified and clarified, which translate the reality of the institution under study in the applied side of the research.

II.2. Interview and Observation:

The interview with the General’s Directorate of the Petroleum Corporation directors was relied on to discover the extent of their involvement in the organizational diagnostic process, to establish its contribution and its stand when planning the institution’s strategy and relying on the observation, which is an essential means in the practical side of the research.

II.3. Identification of NAFTAL:

NAFTAL is a National Corporation for Marketing and Distribution of Petroleum Products. It is an SPA company its capital estimated at 15,650.00 million dinars, which is 100% affiliated with the SONATRACH complex.

II.3.1. the Human Resources of NAFTAL:

It consists of 2019 around 33980 employees distributed across the whole national territory. Moreover, in the winter season, the labor force of NAFTAL rises proportionately, and this is due to the increased demand for petroleum products, notably liquefied petroleum gas - GPL, which manages to more workforce recruitment in response to demand. The table (2) shows the evolution of the human resources of NAFTAL during the period 2012-2019.

II.3.2. the Financial Resources of NAFTAL:

NAFTAL has accomplished an evident extension in its turnover due to the increment in sales of fuel and liquefied petroleum gas. The table (3) shows the evolution of turnover NAFTAL during the period 2012-2019.

III- Results and Discussion :

III.1. The Contribution of the E.MORIN & A.SAVOIE Model to Preparing the Strategy of NAFTAL:

Organizational diagnostic model is concerned E.MORIN & A.SAVOIE by showing the necessary dimensions, in order to achieve the organizational effectiveness, which is one of the outcomes or results of preparing a successful strategy.

III.1.1. Corporate Sustainability:

III.1.1.1. Quality of Products:

From the NAFTAL's strategy, we find it focused on increasing the loyalty of its customers, which is not achieved in parallel with the axis of intensifying actions aimed at controlling costs and improving product quality so that the source of loyalty is the quality of the products. The Petroleum Corporation, through its strategic axes, attempts to answer the qualitative and quantitative claims of its clients in the first place. In order to achieve this, it has inquired ISO certification for its marketed and distributed materials, including those related to marine aviation and liquefied petroleum gas, as it shows that the materials marketed by the institution operate matching international standards of quality. Thus, the institution tries to enhance the confidence and loyalty of its customers by improving its products' quality. A strategy cannot be prepared without the product's quality factor.

III.1.1.2. Competitiveness:

The NAFTAL's Foundation finds itself today in a new market environment free, intense and private competition after issuing Law No. 07-05 dated 2005.04.28 on hydrocarbons. This law intends to cancel the monopoly and the requiring for openness to the world market, in the application of the standards of the European Union and the readiness of Algeria to join the World Trade Organization OMC.

In the context of conforming to the economic alterations taking place in the ocean and reforms in the area of hydrocarbons, NAFTAL has elaborated approaches that mainly try to meet the demands of partners and meet the requests of customers. In this regard, the Petroleum Corporation has included this factor when preparing its strategy. A set of axes related to the field of competition, such as working to maintain and enhance its market shares, setting policies for marketing, communications and training, strengthening its leadership position in the marketing, and distribution of petroleum materials at the national level, taking advantage of all the opportunities offered by globalization, Both nationally and internationally. Thus, NAFTAL Corporation has taken this factor when preparing its strategy. Its contribution lies in preparing the strategy when taking into consideration the external environment and its developments.

III.1.1.3. Customer Satisfaction:

NAFTAL's clients are divided into two types: customers of service stations and big customers. In preparing its strategy, NAFTAL attempts to incorporate the customer satisfaction factor, as the latter contributes to developing a strategy that ensures its survival and development, as the survival and continuity of the institution are strictly related to the satisfaction and reliability of its customers.

III.1.1.4. Supplier Satisfaction:

The only fuel supplier is the SONATRACH complex, NAFTEC specialized in refining petroleum products, as for other products. Then you import it from abroad. The NAFTAL Corporation must give special care to its suppliers and concentrate on them when adjusting the strategy so that it can secure its inputs and outputs and thus its continuation and expansion.

III.1.2. Economic Efficiency:

III.1.2.1. Economic Resources:

The Petroleum Corporation has significant human, financial, and material resources that are considered to be the infrastructure that holds its main activity and harnesses it to achieve its goals. Accordingly, it requires them to make optimal use of them in line with environmental developments and international rules, as limitations and scarcity characterize them. The Petroleum Corporation takes the factor of economics and rationalization of resources when preparing its strategy. This step is evident in one of its imperative axes in deliberating its portfolio by supplying priority to the development of materials with high added value as this permits them to gain a resource economy and thus a strategy that guarantees the continuity and advancement.

III.1.2.2. Productivity:

The Petroleum Corporation relies on various techniques to enhance its productivity level. Among these methods, we find stimulation of all kinds, which works to increase the performance and productivity of individuals. Therefore, the Petroleum Corporation seeks to create a sense of belonging and caring for its members and pushing them to cooperate to achieve their goals in order to raise productivity. The corporation as well relies on promotion to improve the performance of individuals and raise their productivity by generating a competitive spirit among them. Thus exert more effort and work, which necessarily provides an improvement in the level of productivity. Therefore, those who prepare the strategy must include productivity as one of the most critical determinants of achieving organizational effectiveness and thus prepare a strategy that promotes continuity and success.

III.1.2.3. Cost-Effectiveness:

Those engaged in arranging the strategy depend on profitability, as the latter serves in following the development that assigns us, to judge the efficiency of the institution in its market and then, compare it to the proportions of similar institutions and allows the determination of the effectiveness of the institution in the sector to which it locates.

III.1.3. the Individuals Value:

The value of individuals play a crucial role when preparing the enterprise strategy, as the pleasant working climate, skills, health, and safety of individuals contribute to providing a supportive approach to face barriers when finishing business and fulfilling purposes.

III.1.3.1. Business Climate:

The Petroleum Corporation endeavors to ensure the proper functioning of production processes and to encourage and motivate individuals to work based on essential measures and

measures related to improving working conditions and climate. These procedures are outlined in the following activities:

- Organization and planning of the workplace;
- The provision of adequate lighting and ventilation;
- Providing protective equipment for workers, including clothes, gloves and shoes, as they are considered mandatory during work;
- Prevent every foreign person from entering the workplace without a license;
- Periodic and effective maintenance of the means of production.

III.1.3.2. the Cost-Effectiveness of Individuals:

The cost-effectiveness of individuals has a great concern when developing the strategy, given the pivotal role they enjoy and the position they hold in the organization. So, the Petroleum Corporation has full awareness of the weight of its human resource, mainly the teamwork, and the synergy it provides resulting from the solidarity of the efforts of individuals and thus reaching high cost-effectiveness for its members. Ignoring teamwork leads to a deficiency of coordination and cooperation between individuals; they become a working group than a team that encourages each other. Consequently, this effort and the pursuit of building the team's work reflect positively on the working climate, and therefore the arrangement of the strategy will be in more suitable conditions.

III.1.3.3. Individual Skills:

Those who plan the strategy must know the skills of the institution's personnel. We find that the NAFTAL Corporation has sorted its workers according to the socio-professional categories based on, their skills and requirements of its activities into four categories, mainly comprising the High tire category, Skilled Worker Category, tire category Skilled Worker, Executives Class.

The High tire category contributes mainly in preparing the strategy, being the appropriate category that possesses high skills, and is compatible with the responsibility of preparing the appropriate strategy for the institution.

III.1.3.4. Health and Safety of Individuals:

The social budget allocated to individuals at the NAFTAL amounts to two percent (02%) of the wage block, where this percentage is distributed among the following activities:

- Social assistance ;
- Health Services ;
- Excursions and cultural activities.

The social budget reflects the institution's concern for individuals, through which it aims to achieve individual satisfaction and create motivation for work. Besides the labor medicine centers available in NAFTAL, there is a particular interest in the prevention of occupational hazards. This department is affiliated with the Human Resources Directorate acting to enhance work conditions, study difficulties linked to work accidents, investigate their results and reasons to take the necessary actions to decrease these accidents and get professional safety workers for the enterprise.

III.1.4. Organizational Legitimacy:

It is based on an assessment of the organization's exploitation of the resources derived from its environment. The Petroleum Corporation seeks to exert efforts in this regard, as follows:

III.1.4.1. Establishing laws and instructions related to industrial security, especially in the field of storage, distribution of petroleum products, in addition to specifying models and procedures related to environmental protection.

III.1.4.2. Guard and respect the standards used in industrial security to preserve the environment in its relationship with the institutions concerned.

III.1.4.3. Market study on the use and consumption of petroleum products.

III.1.4.4. Guard and respect the standards related to the institution's internal security, according to the internal regulations.

When preparing its strategy, the institution must take into account its responsibility towards society and the environment through its earnest attempts to deal with society's problems and respecting the standards used to preserve society and the environment from pollution.

III.1.5. The Political Dimension:

The fulfillment of any indicator can contribute to the achievement of another indicator; for example, employee satisfaction may attend to improve production and to raise its quality and, thus, to obtain profits. Through the definition, analysis, and review of the factors above that enable us to stand on the evaluation of the variables that give the institution the ability to prepare and, formulate the strategies that in achieving its primary goals and then, develop the necessary policies to accomplish operational goals. Therefore, those responsible for preparing the strategy must diagnose it thoroughly and take the results of this diagnosis when preparing the strategy of the Petroleum Corporation.

IV- Conclusion:

In order to take the strategy right path, it must pass what is known as an organizational diagnosis as one of the vital phases. The organizational diagnosis is the phase of precise observation and careful study that yields to the exposure of imbalances and the identification of their causes, including finding suitable solutions. Also, it is based on assessing a collection of variables that are relevant in understanding, controlling, and predicting organizational behavior.

The organizational diagnosis also conducts a comparison between the performance of the institution and related institutions by knowing whether the organization is disposed adequately. Therefore, the active organization begins with accurate and scientific diagnoses in order to prepare a strategy that helps the institution in facing dangers, formulating appropriate solutions, and facing challenges.

Those in charge of the organizational diagnostic process face the difficulty of knowing the various organizational variables without a diagnostic model that defines the general framework for understanding information .The diagnostic model avoids many factors of confusion and disruptive thinking between the diagnostic and the regulatory members.

Within the received organizational diagnostic models, we promote the model of E.MORIN & A.SAVOIE For organizational diagnosis, which has been implemented at the level of the National Petroleum Marketing and Distribution Corporation - NAFTAL - due to their influence and participation to preparing the strategy. Moreover, it provides proper and relevant information that has become indispensable since it is the core of this strategy

- Appendices:

Table (1): Model Dimensions of E.MORIN & A.SAVOIE for Organizational Diagnosis

Dimensions	Measure Indicators
Sustainable Enterprise	✓ Quality of Products ✓ Competitiveness Customer ✓ Satisfaction Supplier ✓ Satisfaction Shareholder ✓ Satisfaction Creditors
Economic Efficiency	✓ Resource Economics ✓ Productivity ✓ Cost-Effectiveness
The Value of Individuals	✓ Individuals Commitment ✓ Business Climate ✓ The Cost-Effectiveness of Individuals ✓ Individual Skills ✓ Health of Individuals ✓ Safety of Individuals
Organizational Legitimacy	✓ Respect for the Provisions ✓ Social Responsibility ✓ Environnemental Responsibility
The Political Dimension	✓ Elected Satisfaction ✓ Reducing Damages ✓ Adapt to the Environment

The source: It was prepared by authors based on the pervious information.

Table (2): Evolution of the Human Resources of NAFTAL during the period 2012-2019

Year	2012	2013	2014	2015	2016	2017	2018	2019
Number of Employees	30000	30162	30671	30987	31047	31306	31583	31624

The source: Prepared on the basis of information provided by the Executive Directorate of Human Resources, General Directorate, NAFTAL.

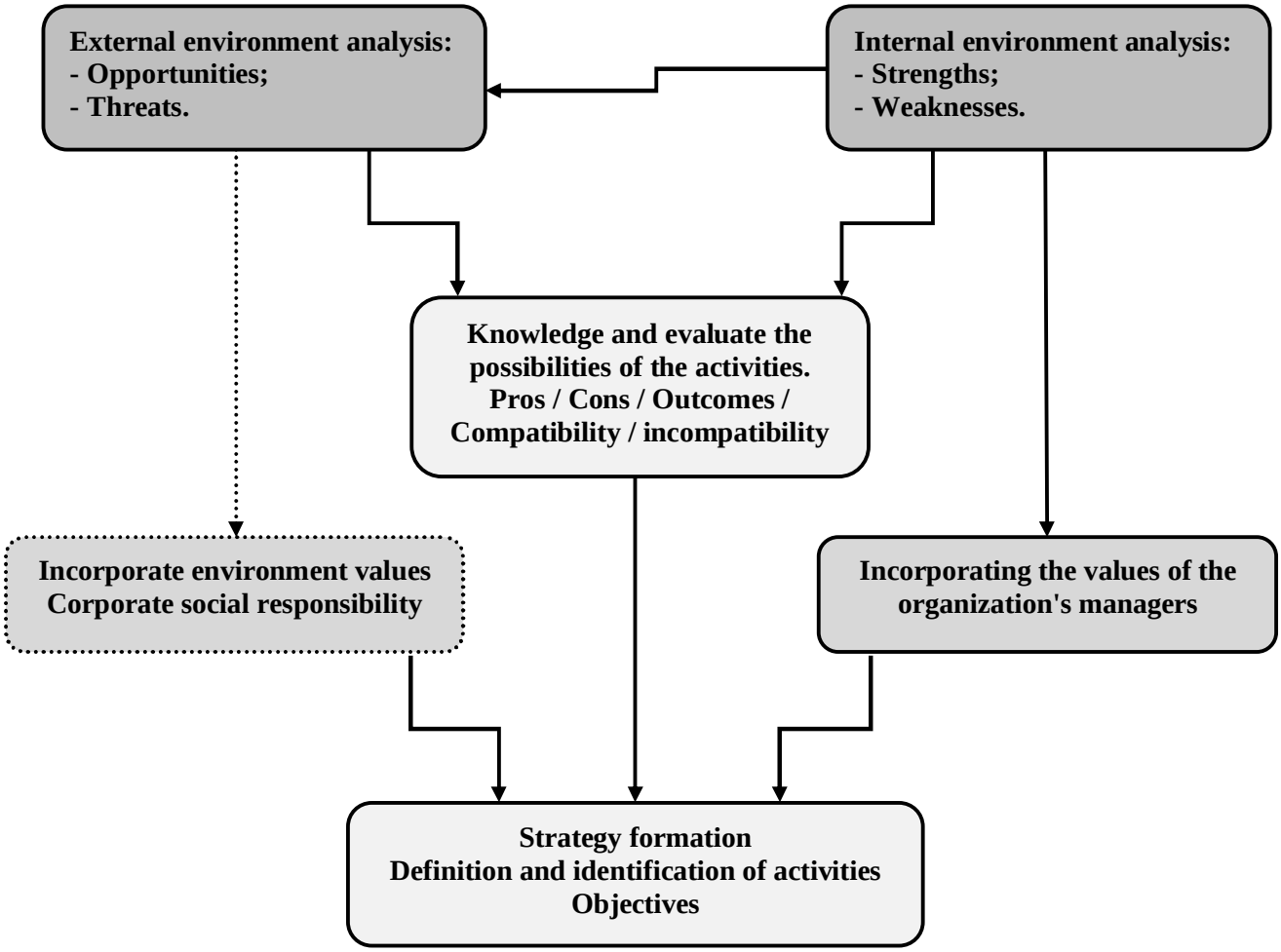
Table (3): Evolution of Turnover NAFTAL during the period 2012-2019

Unit 10^{10} : DZD

Year	2012	2013	2014	2015	2016	2017	2018	2019
Turnover	30,07	31,43	32,21	33,07	33,89	34,54	36,37	36,81

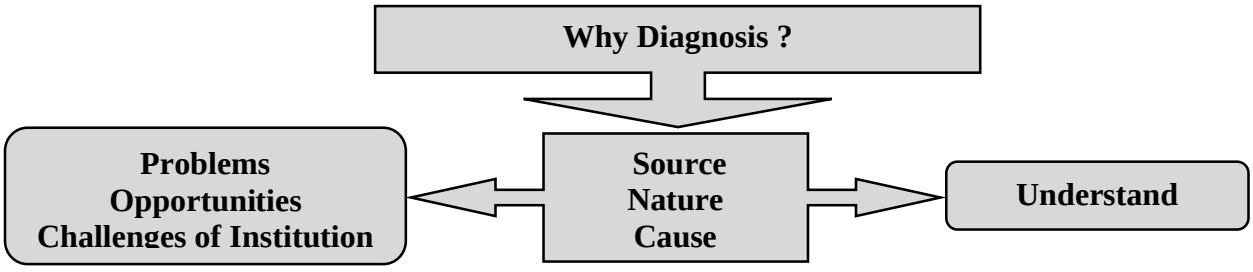
The source: Prepared on the basis of information provided by the Executive Directorate of Finance, General Directorate, NAFTAL.

Figure (1): The Harvard Strategic Model LCAG



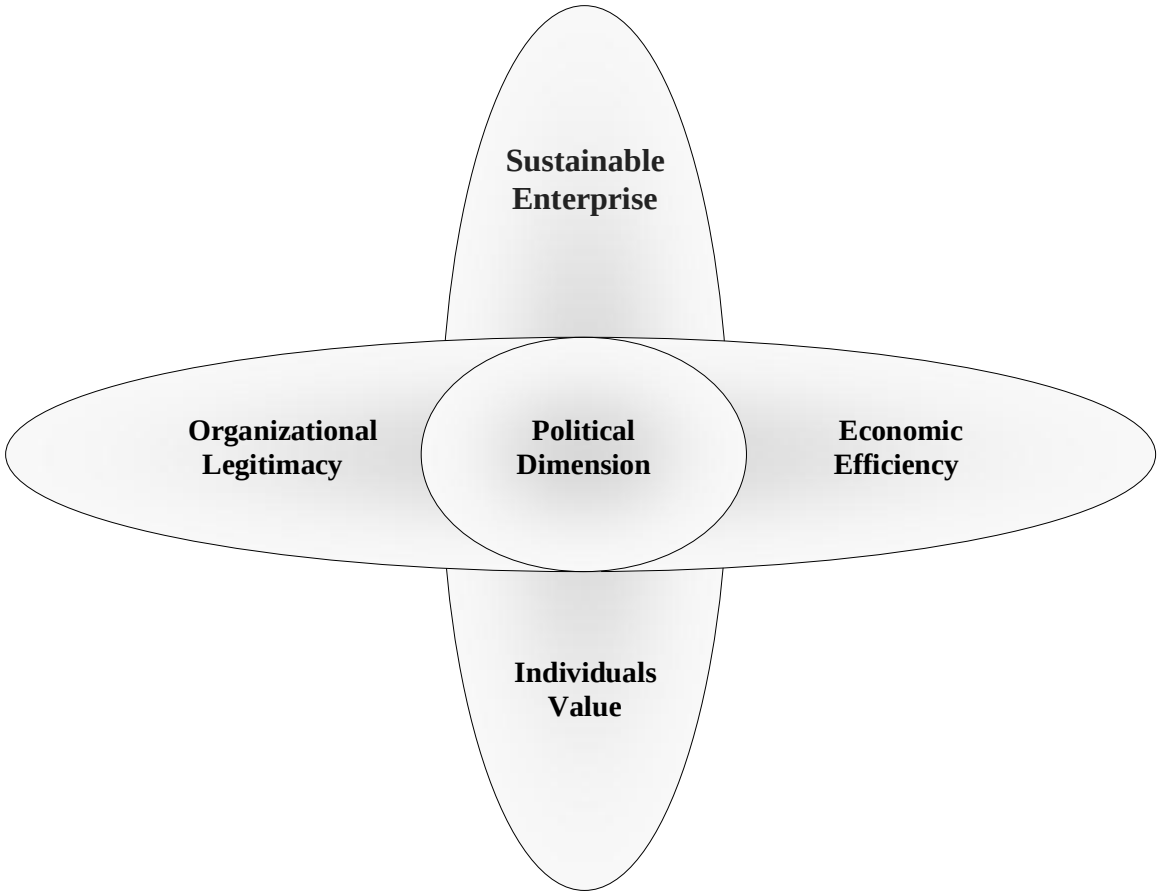
The source: RAMANANTSOA B. (1984), **"Revue Française de Marketing"**, Volume 14 (Number 99 Bis.), PP11-21.

Figure (2): The Concept of Organizational Diagnosis



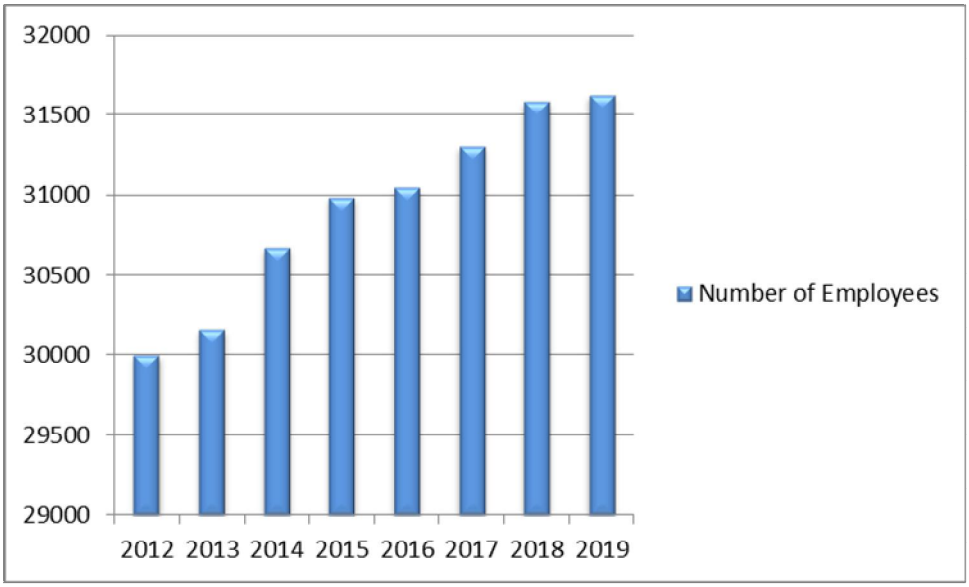
The source: NECHMI Wafa, HENCHIRI Jamila, **"Le Diagnostic Organisationnel"**, Tunisie Institut Supérieur de Comptabilité et d'Administration des Entreprises, Université de la Manouba, P03, Visited : 10/12/2019, URL: http: //www.slideserve.com/Olivia/le-diagnostic-organisationnel.

Figure (3): Organizational Diagnosis Form of E.MORIN & A.SAVOIE



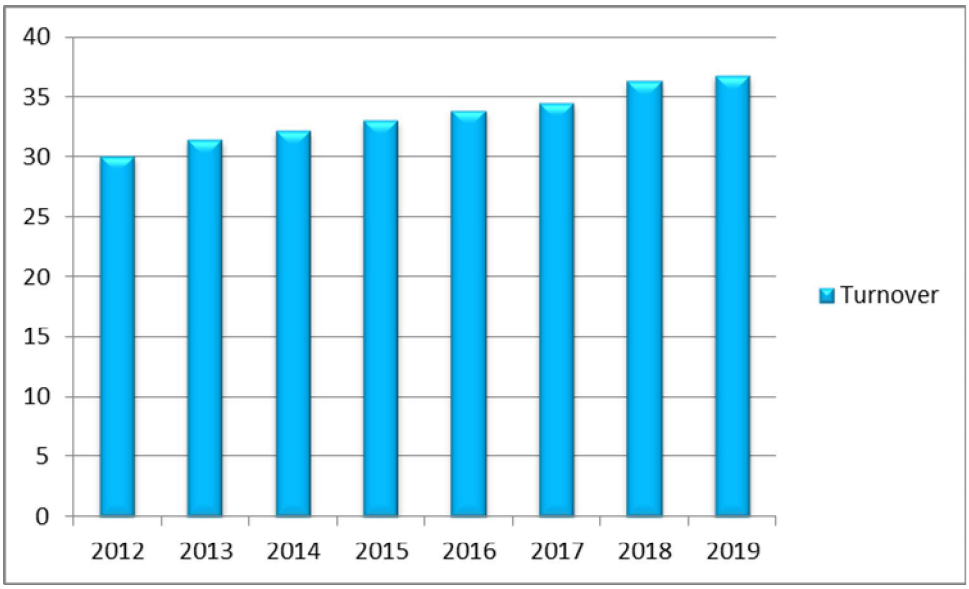
The source: JACQUET Stéphane**, "Management de la Performance: des Concepts aux Outils"**, P01-16, Visited : 15/12/2019, https://creg.ac-versailles.fr/IMG/pdf/Management_de_la_performance_-_des_concepts_aux_outils.pdf

Figure (4): Evolution of the Human Resources of NAFTAL during the period 2012-2019



The source: Prepared on the basis of information provided by the Executive Directorate of Human Resources, General Directorate, NAFTAL.

Figure (5): Evolution of Turnover NAFTAL during the period 2012-2019



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