An Investigation of Establishing the Total Quality Management (TQM) System and Its Role in Improving Satisfaction in the Fars Pegah Dairy Corporation

Gholamreza Memarzadeh Tehran, Mehrzad Sarfarazi, Mohammad Hassan Behboodi

Associate Professor, Faculty of Management and Accounting, Qazvin Branch, Islamic Azad University, Qazvin, Iran

PhD Candidate of Human Resource Management, Faculty of Management and Accounting, Qazvin Branch, Islamic Azad University, Qazvin, Iran

Adjunct Instructor, Kazerun Branch, Islamic Azad University, Kazerun, Fars, Iran

Abstract: The total quality management is one of the most successful management approaches and has successfully met the demands of customers, organizations and the society. This management approach incorporates various approaches in a logical way and using a new attitude, so that the customers (either domestic or foreign) are the chief concern of the organization. The purpose of present study is to explore the relationships between establishing the total quality management system and its role in improving satisfaction in customers. The population consists of managers in three levels of top, middle, and executive and staff employed permanently, by indenture, and by contract in the Fars Pegah dairy corporation. The number of the managers was 26 and the number of employees was 336. The questionnaire consisted of 33 questions which were developed by the researcher based on the hypotheses. In order to measure the validity, the content validity was adopted. In order to measure the reliability, the Cronbach's alpha was used. Data were processes in SPSS and MINITAB. They were analyzed using both descriptive and inferential statistics. The findings showed a significant correlation between establishing the total management system and improving customer satisfaction. It could be concluded that managers should implement strategic planning to improve customer satisfaction with their products and services. Moreover, the customers' opinions and desires should be considered in planning and decision making processes. In order to implement the TQM, staff should be encouraged to boost relations with customers and therefore, satisfy them. Managers should base their decision making on the satisfaction of the customers so that they can attract more customers.
[Gholamreza Memarzadeh Tehran, Mehrzad Sarfarazi, Mohammad Hassan Behbood. **An Investigation of Establishing the Total Quality Management (TQM) System and Its Role in Improving Satisfaction in the Fars Pegah Dairy Corporation.** *J Am Sci* 2012;8(9):772-778]. (ISSN: 1545-1003). http://www.jofamericanscience.org. 105

Introduction

The Total Quality Management is a kind of system and method by which organizations are run. In this system, mangers spend all the energy to constantly improve all business activities, operations and processes. Therefore, quality is nothing more than satisfying the customers' needs. To achieve this goal, all business processes must be improved since the customers seek the outcome of these improvements.

The TQM, which has been developed to maximize the possibility of the survival of an industry in severe competitive environments, considers the satisfaction of the customers as the primary and central goal, and is based on the key role of quality in maintaining and developing the market, which is why the number of QTM- employing companies has been increasing.

The present study seeks to explore the relationships between implementing the TQM and customer satisfaction. Also, this study seeks to answer such questions as whether the support of top managers of TQM plans will lead to customer satisfaction or whether strategic planning based on TQM will lead to customer satisfaction, whether getting feedbacks from customers will lead to their increased satisfaction, and whether establishing a TQM system and empowering staff are related.

Hypotheses

The primary hypothesis

Establishing the TQM and customer satisfaction are significantly correlated.

Secondary hypotheses

1- It seems that the more the managers support the TQM plans, the more the customers' satisfaction.

2- It seems that strategic planning in TQM by managers leads to customer satisfaction.

3- It seems that getting feedback from customers about implementing the TQM leads to increased customer satisfaction.

4- There is a significant correlation between the TQM and empowering staff to increase customer satisfaction

5- There is a significant correlation between measuring and analyzing the TQM and improving customer satisfaction.

Methodology

Methodology includes a set of rules, tools, valid and organized methods for investigating facts, discovering the unknown and finding a solution to problems (Ezati, 1997, p.20).

A survey selects small or large populations and studies the selected samples to explore the relative degrees of distribution and interactions among psychological and sociological variables (Kerlinger, Fred N. 1995, p.213).

The population is a set of real or imaginary members to whom the findings are transferred (Delavar, 2005, p.167)

The population is the set of all elements which have one or more common features (Hooman, 1994, p.147)

Based on the purposes of the study, the method adopted here is a survey-descriptive one which is a branch of field study. The population consists of top, middle, and executive managers and the staff of the Fars Pegah Dairy Corporation.

Table 1 shows the population size.

Sample size and measuring method:

Since the variance of the measured attribute was clear, first the variance was measured by 25 preliminary questionnaires and then the sample size was determined using the following equation:

$$n = \frac{Nt^2 s^2}{Nd^2 + t^2 s^2} = \frac{362 \times 1.96^2 \times .48^2}{362 \times .05^2 + 1.96^2 \times .48^2} = 137$$

137 samples were selected and 130 questionnaires were received by the researcher.

Sampling method

Sampling was conducted using a cluster sampling method. Samples were selected randomly among all cities in the Fars Province; the questionnaires were distributed randomly, and then collected. The sample was the Fars Pegah Dairy Corporation.

Data gathering tools

Questionnaires are one of the most common ways of data gathering (Delavar, 2005, p.120).

The tool in this study is researcher-made. The questionnaire includes 33 questions developed based on the Lickert scale. First, the respondents are required to answer general questions about gender, age, education, years of work and years of management.

Validity

Validity tests the degree to which the questionnaire measures the specified attribute. Without knowing the validity of the tool, it is impossible to trust its output (Sarmad et al, 2000, p.170).

In order to measure validity, content validity was used. To do so, the questionnaire was developed after studying the literature and theories related to developing questionnaires, and then it was given to a number of scholars in the field and after doing some modifications; it was validated and prepared to be distributed in the population.

Reliability

Reliability refers to the degree to which the tool produces consistent results under consistent circumstances. It ranges between zeros (unreliable) to 1 (reliable).

In this study, the Cronbach's alpha was used to measure reliability. It is used to measure the internal consistency of tools including questionnaires or tests measuring different attributes. In this tool, the respondents can choose among different numerical values. In order to measure the Cronbach's alpha, first, the variance of the scores of each subset of questions (or subtest) and the total variance are measured and then alpha is estimated using this equation:

$$r_a = \frac{J}{j-1}\left(1 - \frac{\sum S_i^2}{S^2}\right) = \frac{33}{32}\left(1 - \frac{19.33}{159.337}\right) = .919$$

Where, J is the number of the subsets of the questions,
S_i^2 is the variance of the M subtest
S^2 is the total variance of the test

Findings:

Table 2 shows the comparison of the index of the top managers' support of the TQM plans with the standard score.

Source: findings of the study

$$H_0 : \mu \leq 3$$

$$H_1 : \mu \succ 3$$

H_0 = if the managers support the TQM plans more, customer satisfaction will not increase.

H_1 = if the managers support the TQM plans more, customer satisfaction will increase.

The mean score for the respondents was 3.60 with 0.768 as the standard deviation. Since the observed t was significant at P<0.01, the zero hypothesis is rejected. The more the managers support the TQM plans, the more customer satisfaction will increase.

Testing the questions related to the second secondary hypothesis;

The second secondary hypothesis: it seems that strategic planning in the TQM by managers will lead to an improvement in customer satisfaction.

Table 3: the comparison of the index scores of improving the influence of strategic planning in the TQM with the standard score

Source: findings of the study

$$H_0 : \mu \le 3$$

$$H_1 : \mu \succ 3$$

H_0 = strategic planning in the TQM will not lead to increased customer satisfaction.

H_1= strategic planning in the TQM will lead to increased customer satisfaction.

The mean score of the respondents was 3.40 and the standard deviation was 0.605. Since the observed t was significant at P<0.01, the zero hypothesis is rejected. In other words, strategic planning in the TQM will result in increased customer satisfaction.

Testing the questions related to the third secondary hypothesis:

Table 4 shows the comparison of the index scores of the influence of getting feedback from customers

$$H_0 : \mu \le 3$$

$$H_1 : \mu \succ 3$$

H_0= getting feedback from customers about implementing the TQM system will not lead to increased customer satisfaction

H_1= getting feedback from customers about implementing the TQM system will lead to increased customer satisfaction

The mean score of the respondents was 3.33 and the standard deviation was 0.692. Since the observed t was significant at P<0.01, the zero hypothesis is rejected. In other words, getting feedback from customers about implementing the TQM system will lead to customer satisfaction.

Testing the questions related to the fourth hypothesis

Table 5 shows the comparison of index scores for the influence of implementing the TQM on empowering staff with the standard score

$$H_0 : \mu \le 3$$

$$H_1 : \mu \succ 3$$

H_0 = implementing the TQM and empowering staff will not increase customer satisfaction

H_1 = implementing the TQM and empowering staff will increase customer satisfaction

The mean score of the respondents was 3.07 and the standard deviation was 0.81. Since the observed t was significant at P<0.01, the zero hypothesis is rejected. In other words there is a significant relationship between implementing the

TQM system and empowering staff to increase customer satisfaction.

Testing the questions for the 5th secondary hypothesis

The 5th secondary hypothesis: there is a significant relationship between measuring and analyzing the TQM and customer satisfaction

Table 6 shows the comparison of the index score of measuring and analyzing the TQM with the standard score

$$H_0 : \mu \le 3$$

$$H_1 : \mu \succ 3$$

H_0 = there is not a significant relationship between measuring and analyzing the TQM and increasing customer satisfaction

H_1= there is a significant relationship between measuring and analyzing the TQM and increasing customer satisfaction

The mean score of the respondents was 3.51 and the standard deviation was 0.631. Since the observed t was significant at P<0.01, the zero hypothesis is rejected. In other words, there is a significant relationship between measuring and analyzing the TQM and increasing customer satisfaction.

Testing the questions related the primary hypothesis

The primary hypothesis: there is a significant relationship between establishing the TQM and improve in customer satisfaction

Table 7 show the comparison of the index score of the influence of establishing the TQM with the standard score

$$H_0 : \mu \le 3$$

$$H_1 : \mu \succ 3$$

H_0= there is not a significant relationship between establishing the TQM and improvement in customer satisfaction

H_1= there is a significant relationship between measuring and analyzing the TQM and improving customer satisfaction

The mean score of the respondents was 3.25 and the standard deviation was 0.693. Since the observed t was significant at P<0.01, the zero hypothesis is rejected. In other words, there is a significant relationship between establishing the TQM and increasing customer satisfaction.

The variance analysis

Table 8 shows a comparison of the mean scores of the respondents based on the number of years of management

Since the observed t was not significant at P<0.05, the responses of the subjects with different numbers of working years were not different. In other

words, people with different numbers of working years had the same ideas about the influence of the support of the TQM plans by managers on customer satisfaction, the influence of strategic planning in the TQM on customer satisfaction, the influence of getting feedback from customers about the TQM on customer satisfaction, the influence of implementing the TQM on empowering staff to increase customer satisfaction, the influence of measuring and analyzing the TQM on increasing customer satisfaction, and the influence of establishing the TQM on increasing customer satisfaction. Staff with no years of management considered the greatest influence in that of supporting the TQM plans by top managers and then, the influence of measuring and analyzing the TQM, the influence of strategic planning in the TQM by managers, the influence of getting feedback from customers, the influence of establishing the TQM and the influence of implementing the TQM in empowering staff on customer satisfaction, respectively. Staff with management experience between 0 to 5 years, considered the greatest influence in that of measuring and analyzing the TQM on customer satisfaction and then, the influence of the support of the TQM plans by top managers, the influence of strategic planning in the TQM, the influence of implementing the TQM on empowering staff, the influence of getting feedback from customers, and the influence of establishing the TQM system on customer satisfaction, respectively. Staff with 5-10 years of management, saw the greatest influence in that of supporting the TQM plans by top managers to increase customer satisfaction, and then the influence of implementing the TQM system on empowering staff, the influence of strategic planning in the TQM, the influence of getting feedback from customers, and the influence of measuring and analyzing the TQM on customer satisfaction, respectively. Staff with 10-15 years of management considered the greatest influence in that of supporting the TQM plans by top managers, and then the influence of getting feedback from customers, the influence of measuring and analyzing the TQM , the influence of strategic planning in the TQM, the influence of implementing the TQM system on empowering staff, and the influence of establishing the TQM on increasing customer satisfaction, respectively. Staff with 15 to 20 years of management considered the greatest influence in that of supporting the TQM plans by managers, and then the influence of measuring and analyzing the TQM, the influence of establishing the TQM system, the influence of getting feedback from customers, the influence of strategic planning in the TQM, the influence of implementing the TQM in empowering staff on increasing customer satisfaction, respectively. Staff with 20-25 year of

management considered the greatest influence in that of implementing the TQM on empowering staff to increase customer satisfaction, and then, the influence of measuring and analyzing the TQM, the influence of strategic planning in the TQM, the influence of establishing the TQM, the influence of getting feedback from customers, and the influence of supporting the TQM by top managers on increasing customer satisfaction, respectively.

The Independent t Test

Table 9 shows the comparison of the scores of male and female respondents regarding the indexes of the study

Since the observed t was not significant at P<0.05, there is not a difference between the male and female responses. In other words, male and female respondents had the same ideas about the influence of the support of the TQM plans by managers on customer satisfaction, the influence of strategic planning in the TQM on customer satisfaction, the influence of getting feedback from customers about the TQM on customer satisfaction, the influence of implementing the TQM on empowering staff to increase customer satisfaction, the influence of measuring and analyzing the TQM on increasing customer satisfaction, and the influence of establishing the TQM on increasing customer satisfaction. Men considered the greatest influences in that of supporting the TQM plans by top managers, and then the influence of measuring and analyzing the TQM, the influence of strategic planning in the TQM, the influence of getting feedback from customers, the influence of establishing the TQM system, and the influence of implementing the TQM in empowering staff on increasing customer satisfaction, respectively. Women, considered the greatest influence in that of supporting the TQM by top managers, and then the influence of measuring and analyzing the TQM, the influence of strategic planning in the TQM, the influence of getting feedback from customers, the influence of establishing the TQM, and the influence of implementing the TQM in empowering staff on increasing customer satisfaction, respectively.

Implications

1- Given the fact that the more the top managers support the TQM plans, the more satisfied the customers will be, it is suggested that managers provide service based on the customers' needs, desires, and expectations, so that they can maintain their position in the market.

2- Since it was found that strategic planning in the TQM will result in increased customer satisfaction, it is proposed that strategies, policies, technics, methods, and long-term and short-term goals be developed in line with the needs and desires of the customers so that the organizations

can both keep their current customers and attract new customers.

3- Since in this study it was concluded that getting feedback from customers about implementing the TQM system will lead to increased customer satisfaction, it is proposed that organization know the customers' ideas and needs through interviews or questionnaires and consider them in planning. Moreover, organizations must consider customers' demands in recruiting new staff and let customers conduct some parts of the job interviews to make sure the new employee has a favorable character for the customers.

4- Since in this study it was concluded that implementing the TQM will lead to increased customer satisfaction, it is recommended that top managers make staff familiar with the customers' needs by making customers participate in setting goals, making decisions, policies and plans and train staff on how to have a good and proper relationship with the customers. As Jack Welch, the CEO of General Motors told his staff that companies cannot guarantee your jobs; it is the customers who do it (Hassan Alodari, marketing and Market management, p. 76).

5- Since in this study it was concluded that measuring and analyzing the TQM will lead to increased customer satisfaction, managers must use questionnaires and interviews in order to find out who customers are, how they demand their products and services, and who they ask for services and products and why, so that they can produce service and products based on the customers' needs and satisfy them.

6- It is recommended that organizations and companies train their staff and all people who deal with customers to develop customer loyalty and this way, distinguish themselves from their rivals.

7- It is recommended that managers give innovative services with better and improved quality and by satisfying the customers' needs, produce better returns for shareholders and better income for producers. This is accomplished only if customers participate in decision making.

8- As it has always been stated before, customer satisfaction means the survival of the company, it is proposed that companies fulfill the customers' demands in such a way that they return for future services and meet their demands over their level of expectation.

Table 1: the population size

total	Contract staff	Permanent and indenture staff	supervisors	Vice managers	managers	Top managers	The Fars Pegah Dairy Corporation
362	185	151	12	4	8	2	***

Table 2: the comparison of the index of the top managers' support of the TQM plans with the standard score

P	t	Standard deviation	mean	index
0/000	8/944	0/768	3/60	The influence of the top managers' support of the TQM plan

Table 3: the comparison of the index scores of improving the influence of strategic planning in the TQM with the standard score

P	t	Standard deviation	mean	index
0/000	7/32	0/605	3/40	The influence of strategic planning in the TQM

Table 4: the comparison of the index scores of the influence of getting feedback from customers

P	t	Standard deviation	mean	index
0/000	5/48	0/692	3/33	The influence of getting feedback from customers

Table 5: the comparison of index scores for the influence of implementing the TQM on empowering staff with the standard score

P	t	Standard deviation	mean	index
0/000	1/034	0/81	3/07	The influence of implementing the TQM on empowering staff

Table 6: the comparison of the index score of measuring and analyzing the TQM with the standard score

P	t	Standard deviation	mean	index
0/000	9/14	0/631	3/51	The influence of measuring and analyzing the TQM

Table 7: the comparison of the index score of the influence of establishing the TQM with the standard score

P	t	Standard deviation	mean	index
0/000	4/062	0/693	3/25	The influence of establishing the TQM

Table 8: a comparison of the mean scores of the respondents based on the number of years of management

0 year		0-5 year		5-10 years		10-15 years		5-20 years	20	over				index
mean	variance	mean	variance	mean	variance	mean	variance	mean	variance	mean	variance	F	P	
0.069	1.81	0.424	2.70	0.624	4.70	0.424	4.70	0.543	4.08	0.823	3.63	0.751	3.56	The influence of the support of top managers
0.356	1.11	0.353	3.08	1.09	3.83	0.471	4	0.629	3.70	0.630	3.25	0.592	3.38	The influence of strategic planning in TQM
0.070	3.09	0.176	2.75	1.18	3.95	0.88	4.43	0.709	3.60	0.302	3.20	0.682	3.30	The influence of getting feedback from customers
0.097	14.01	0.810	3.92	0.101	3.71	0.606	3.85	0.816	3.88	0.280	3.23	0.813	3	The influence of implementing the TQM on staff empowerment
0.299	0.23	0.235	3.16	0.838	4.11	0.707	4.16	0.900	3.53	0.471	3.66	0.619	3.48	The influence of measuring and analyzing the TQM
0.081	2.02	0.707	3	0.866	4	0.353	4.25	0.942	3.53	0.678	3.04	0.66	3.21	The influence of establishing the TQM

Table 9: the comparison of the scores of male and female respondents regarding the indexes of the study

		female		male		index
P	t	variance	mean	variance	mean	
0.784	-0.274	0.894	3.65	0.749	3.60	Supporting the TQM by top managers
0.888	0.141	0.721	3.38	0.589	3.40	Strategic planning in the TQM
0.811	-0.214	0.790	3.36	0.679	3.33	Getting feedback from customers
0.794	-0.261	0.933	3.12	0.490	3.06	Implementing the TQM in empowering staff
0.674	-0.422	0.541	3.56	0.648	3.50	Measuring and analyzing the TQM
0.861	0.175	0.701	3.22	0.695	3.25	Establishing the TQM

References
1- Goodarzvand Chegini, mehrdad (2007), "the organization structure with a customer satisfaction approach", the journal of management, issue 123-124, July and August 2007, p.12-13.
2- Sarafrazi, Mehrzad (2006) "Total Quality Management in government organizations, a case study of the plan for respecting the customers in the Bureau of Water Resources and City Hall". The 7th international management conference the Hall of Islamic Leaders Summit, June, 2006, Tehran. p. 123.
3- Sarafrazi, Mehrzad; Memarzadeh, Gholam Reza (2007), "customer orientation a basic resuirement in establishing the TQM". The first national conference of management and its branches, the Young Researchers Club, Azad University of Firoozkooh, August, 2007, p.474.
4- Sarafrazi, Mehrzad, Memarzadeh, GholamReza (2006) "the Total Quality Management Systems in Third-Millennium Organizations". The 6th national conference of Humanities and Art, Young Researchers Club, Azad University of Abadan-Khoramshahr, December (2006), P.39.
5- Sarafrazi, Mehrzad (2003) "Investigating the Effectiveness of decision making policies of innovative managers compared to adaptable managers based on the theory of Kerton Adjustment innovation(KAI), M.A thesis, Azad University of Dehaghan, Department of Management, p.123.
6- Sarookhani, Bagher (1998) "Reserch Methods in Social Sciences". The Research Centre of Humanities and Cultural Studies. 4th edition, Fall 1998, Tehran, p.157.

7- Kerlinger Fred N., (1995) "Foundations of Behavioral Research" trans. Hassan Pasha Sharifi, Jafar Najafi Zand, Avaye Noor Publications. first edition, first vol. Tehran, p.213
8- Hooman, Heidar Ali (1994) " Understanding Scientific Methods in Behavioral Sciences', Pars Publications, First edition, Tehran, p.167.
9- Sarmad, Zohreh; Bazargan, Abas; Hejazi, Elaheh (1999) "research methods in behavioral sciences", Agah Publications, 2nd edition, Fall 1999, Tehran, p.170.
10- Sarmad, Zohreh; Bazargan, Abas; Hejazi, Elaheh (2000) "research methods in behavioral sciences", Agah Publications, p.1, third edition, Spring 2000, Tehran, p.20
11- Ezati, Morteza (1998) "research methods in social sciences". The economics research institute of Tarbiat Modarres University Publications, 1st edition, Tehran, P.20.
12- Delavar, Ali (2005) "reseach methods in psychology and education". Virayesh Publications, Winter 2005, Tehran, p.120
13- Khaksari, Mohamad Ebrahim; Bahram zadeh, Hussien Ali (2005) "customer orientation". The journal of Office Development, 8th period, issue 49.
14- Salari, GholamReza (2003) "factors contributing to customer loyalty". Tadbir Monthly Journal, issue 140, Publications of the Industrial Management Organization, Tehran.
15- Kavoosi, S. Mohammad Reza; Saqaie, Abbas (2005) "measuring methods of customer satisfaction". Sabzan Publications. 1st edition.
16- Majodi Nia, Mehdi (2004) "investigating the factors related to customer satisfaction with bank facilities'.

The Journal of Economy and Bank, issues 44 and 45, Tehran.

17- Baran Doost, Rambod (2000) "Implementing Total Quality Management', Tadbir Monthly Journal, issue 110, the publications of Tehran Industrial management Organization.

18- Hossein Zadeh, Davood (2002) "the concepts and Philosophy of Total Quality Management". Tadbir monthly Journal, issue 129, , the publications of Tehran Industrial management Organization.

19- Adab, Hossein (1993) "improving quality product of staff participation" . Tadbir monthly journal, issue 34, the publications of Tehran Industrial management Organization.

20- Alvani, Mehdi and Riahi, Behrooz (2003) "measuring quality of service in public sector", Iranian Center of Education and research, Tehran.

21- Ansari, Manoochehr and Aghazade Hashem, (2004) "the properties of universal quality in government organizations" the seasonal journal of management and development, issue 22, Tehran.

22- Barandoost, Rambod (2000) "implementing total qulity management", Tadbir monthly journal, issue 110, , the publications of Tehran Industrial management Organization.

23- Poorshams, Mehrdad, (2000) "quality and process', the journal of Standard, issue 44, Tehran.

24- Kordnaeech, Asadollah and Delkhah, Jalil (2004) "customer orientation and customer satisfaction measuring patterns" the journal of management and development, issue 22. Tehran.

25- Mikalaee, Mijtaba (2002) "evaluating total quality management in government organizations',Tadbir monthly journal, issue 125, , the publications of Tehran Industrial management Organization.

26- Silverstro, R(2001)," Towards a contingency of theory of TQM in service-How Implementation varies on the Basis of volume and variety", International Journal of Quality and Reliability Management.

27- Reichheld, F.F, and sasser, W.E, Jr (1990), Zero Defections: Quality comes to service", Harvard Business Review.

28- Holzer, Marc(1992), Mastering public productivity Improvement in " public productivity Han Book", New York.

29- Kelada, J(1994) pas de Reegineering sans Qualite total, lexpansion Management Review.

30- Shapiro, B(1988), "What the hell is Market-Oriented"? Harvard Business Review.

31- Nerver, Jan Slater, S(1990), "The Effect of a Market orientation on Business profitability", Journal of Marketing.

32- Desh pande, R and Farley, J and Webster, F(1993), "corporate culture, customer orientation, and Innovativeness in Japanese firm:a Quadrat Analysis", Journal of Marketing.

33- Choussat, J(1996), Modernisation est-ce Efficace? Ducumentations franicaise.

34- Gelinier O (1990) Strategie Delentreprise et Motivation das. Hommes, les Editions Dorgunisation, paris.

35- Shiba, S(1995) le Management par perce: Methode Hoshine, INSEP Editions, paris.

36- Choussat, J, Modernisation est-ce Efficace? Ducumentations franicaise.(1996).

37- Deshₜpande, R and farley, J and Webster, F., " corporate culture, customer orientation, and Innovativeness in Japanese firm: a Quadrat Analysis, "Journal of Marketing.(1993)

38- Ellinger, A.E and Daugherty, p.1 and plair, Q.J., " Customer satisfaction and lovaltv in supply chain: the Role of communication, pergamon Journal. (1999)

39- Gelinier O. Strategic Delentreprise et Motivation das. Hommes, les Edititons Dorgunisation, paris.(1990)

40- Hernon, P., " Service Quality and customer satisfaction: An Assessment and future Directions". The Journal of Academic Librananship. (1999)

41- Holzer , M.Mastering public productivity Improvement in "public productivity Hand Book ", New York. (1992)

42- Kelada, J., pas de Reegineering sans Qualite to tal, lexpansion Management Review. (1994)

43- Nerver, Jand Slater, S., "The Efect of a Market orientation on Business profitability", Journal of Marketing (1990)

44- Shapiro, B., "What the hell is Market-Oriented" ? Harvard Business Review. (1988)

45- Shiba, S. le Management par perce: Methode Hoshine, INSEP Editions, paris. (1995)

46- Spenley, P, total Quality Management, Seconde, London : chapman and Hall.(1995)

47- Wisniewski, M., Donelly, M., "Measuring service Quality the public sector: the potential for SERVQUAL.(1996) .

7/22/2012