Review the Factors Supporting Senior Management Leadership, Strategic Planning and Quality Improvement And Productivity, Customer Satisfaction of Isfahan Pegah Dairy Company

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Abstract

The aim of this study was to investigate the factors that support and leadership, strategic planning and improving the quality and efficiency of customer satisfaction of Isfahan Pegah Dairy Company, the research method is descriptive - survey. The population consisted of all local executives and sales managers make up Pegah Dairy Company. The population for this study due to the limited number of samples was selected from the same community as their number is 50 people. The validity of the questionnaire has been used by faculty advisors regarding the applicability of the research questions and aims of the questionnaire was confirmed Cronbach's alpha coefficient to determine the reliability of the instrument used, The reliability of the total scale in this study, 0.96 Obtained. Data using simple linear regression analysis was performed using SPSS 18 software. The results indicate that top management support and leadership had an impact on customer satisfaction and strategic planning and have an impact on customer satisfaction and quality improvement has an impact on customer satisfaction. Identification and training of staff, also has an impact on customer satisfaction.

Keywords: Support and leadership of senior management, strategic planning, improving quality and efficiency, customer satisfaction

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Introduction

Decades of the 60th century came the era of mass production and mass goods marketing standard for large customers, the strategy of many organizations but as a result of increasing population and rising demand, the company also began competing areas that were followed by a variety of goods and lower prices In the period between the producer and the final customer happened apart and intermediaries, the bridge between them but by the late 90s was carried into relationship marketing and common customer database was formed during the lifetime customer value was considered. Today, on the eve of the exponential growth of information technology, globalization of markets and market entry for companies created and intense competition among brands has entered a new phase this has caused the production and supply of goods and services based on customer understanding his needs and also enables him to meet the demands so that customer orientation, is located the basis and foundation of marketing.(Turban.et.al,2003)

Total quality management as a management philosophy changes necessary to create an organization to achieve quality but stressed that its implementation requires an understanding of the planning, patience and endurance. Some of these measures are the implementation of Total quality management and its implementation is the result of some. Organizational performance as well as a scale mixture of all aspects of supplier performance, organization, production process, quality services that are considered as necessary for the implementation of Total quality management and customer satisfaction and staff implementation of Total quality management is considered as a message. Despite the positive relationship between quality and performance is still not clear how total quality management should be implemented in organizations and the question is whether a formal Total quality management program or a series of activities organized in the framework applies.(Lamei,2005,35)

Regardless of size, organizations are now more organizations towards the establishment of CMR systems to effectively manage their communication with their customers. Further communication with each of our customers can improve customer loyalty and maintaining custody of course it will increase the profitability of the organization.(Bauer et al,2002)

TQM is a system process that is considered the ultimate satisfaction and CRM system to create stable long-term relationship with the client, To fit each client with a focus on putting the two companies that are trying to satisfy their customers' needs update while value creation. This is more obvious, especially if the manufacturing companies have submitted productions in public areas. Pegah Dairy Company, one of the major suppliers of dairy products are pasteurized in Isfahan Province the dairy is also distributed in other provinces around and since dairy products are tangible items used by customers, and the general public absorption check its quality and customer satisfaction, customer loyalty, and their values are expected to participate it is very important and thus the effect of comprehensive quality management, customer relationship management, which is the outcome of this study feedback towards achieving the strengths and weaknesses of the company's strategy. In the research field method using a questionnaire to collect information on deals and the method of using library books, articles, theses and analyze the data and achieve its results are discussed.

Empowerment and Total Quality Management

Modern, comprehensive quality improvement efforts focused on results and Empowerment (foster) staff, an advanced form of employee participation and involvement of people at work. The most important principles (TQM) is considered. Basically, the purpose of which is to enable the administrative staff knowledge, skills, and decision-making powers and functions like a formidable organization, qualified staff to respond to needs, here are a satisfied customer, Activities with high reliability products - services are quality and continuous improvement. These organizations, employees enjoy the full potential of, in a way that matches their own goals and objectives of the above, the authority and the opportunity for maximum participation and are capable of any act, has committed to the goals and a means for achieving those objectives. This capability may be represented by the following equation.(Salimpour,2004)

Relationship Management, with the Customer

Customer relationship management is a business process that addresses all aspects of customer characteristics, Customer knowledge to create, to form relationships with clients and their perceptions of the products or services the organization provides. Customer relationship management is a simple framework defined by four elements: knowledge, purpose, sales and service. Customer relationship management, considering what products or services to the customers, when and through what channels will be available, recovery will follow. The management consists of several components. Before the process begins, the company should have customer information. This could be an internal customer data, or data from external sources, purchased, obtained. There are several sources of internal data, such as questionnaires and blogs, credit card records.... External data sources or data banks purchased, such as addresses, phone numbers; visit the Web site profiles the key to gaining more knowledge of the customer.(Shahmohamadi,2010:13)

Theoretical Foundations

Different perspectives on TQM

Root kiazen (Behpooei) and philosophical foundations of TQM, is the cultural change in the workplace and in fact, the TQM principles of continuous improvement in management, which can improve the process of continuous quality culture in the light of an intellectual revolution to accomplish. Many people have contributed to the development of a comprehensive quality management, but I have owned three of which include: J. Juran and Crosby and others have been actively involved in the subsequent development of the theory.

Malcolm Baldrige Theory

For each activity of an ideal reality, or in other words is the best position and to achieve the ideal level and scope of what the elites and leaders in order to conduct the affairs of their use, Sufficient to define the ideal state and to identify measures to achieve it. The Malcolm Baldrige model ideally in the field of total quality management (TQM) introduced and pattern recognition and reward to be defined. Award Malcolm Baldrige National Quality Award is one of the most popular and over the years has been transformed into an award that shows the performance of the whole organization.

Baldrige process is a way how to obtain the evaluation criteria to provide feedback for winners and losers. Award process plays three major roles below:

- Help improve the performance and operational capabilities in organizations to improve their performance.
- To facilitate communication and sharing of business organizations in various fields, for information relating to the implementation of best practices among organizations.
- The evaluation criteria as a tool for understanding and guided practice, planning, training and organization.

The dual goals of the Baldrige criteria are as follows:

1. ustomer value to the market success of its results.
2. Improve the financial position and performance of the company to achieve the needs of shareholders, owners and other partners.

Baldrige has identified seven areas for reporting and allows them to gain Award points. The model presented in Table I, based on Malcolm Baldrige model in 2002.(Asghari,2008:47)

Juran Theory

Juran has played a prominent role in the "quality revolution" in Japan after World War II. Like Deming, he received a medal from the Emperor of Japan. Juran and Deming believed that cause errors and system dysfunction is damage to human error. Juran's quality in terms of two features:

1. Satisfy all customer needs
2. The lack of defects

Juran tries to find a comprehensive definition of the term universal quality of "fitness for use" as enacted. Thus he "Quality" from "meet the standard" could be isolated.

Juran on Quality management is central to the thinking of senior managers has been stated that the plain language of the quality of planning include:

- Identifying customers
- Determine customer needs
- Determine quality characteristics of the product that is responsive to customer needs
- Create a process that enables the production of the above characteristics
- Transfer of the plans for implementation of labor

Quality control includes:

- Evaluating the actual performance
- Comparing actual performance with targets
- Make decisions about how disputes

        Quality improvement, as the most prominent role Juran, the movement of TQM. Quality control process that is more concerned with maintaining the quality by preventing or correcting errors after errors occur; while the improvement in the quality management process is comprehensive. Endless effort to constantly improve not only the quality of products or services is true, but its role is more about the selection process.(Ayari,2002:102)

Crosby Theory

        One of the most important debates about TQM, the impeccable production, which was found in 1960 by Crosby. The concept of perfect production is a controversial subject, an integral element theory; Crosby is one of the four "Quality principle" is given. These four simple but effective tools to describe the TQM philosophy.

        The first principle: All people have the same perception of the quality of the organization must be stated that the term "compliance with the agreed requirements of the customer" is the phrase 'good or excellent quality "is preferred.

The second principle: should there be a system to guarantee quality (compliance), and it has not prevented the system and evaluates the control system.

The Third principle: standard measurement mismatch, the impeccable production is not the traditional evaluation criteria (means acceptable quality level), or the percentage of waste acceptance.

The fourth principle: how to measure quality - Crosby considers the issue of the cost of non-compliance. He believes that manufacturing companies are at least 25 percent of their sales, regardless of the false (improper manufacturing techniques, improper planning ...)

Deming with the term "perfect production" as a slogan and is opposing plans for workers, It is believed that the design of the system must be programmed to produce perfect and otherwise in compliance with all of the workers cannot even achieve perfect quality production. Juran considers non-economic production without fault, because it is believed to be a zero waste to spend too much extra cost.

TQM demands can be symbolically showed the iceberg model. The ice mass 1.7 they are above the water surface and bulk items such as quality management certification, papers and other objective evidence. 6.7 of the iceberg is under water, are referred to reasons of appearance.(Ayari,2002:107)

Formation Model Customer Satisfaction

Customer satisfaction formation processes can be classified in different model that models the relationship between customer satisfaction and its drivers are drawn. Most models the formation of customer satisfaction based on customer satisfaction is one of the prominent theories of the theory of "non-approved" expectations are based.(Divandari,2005,189)

Swedish model of Customer Satisfaction

This model is the first model in 1992 to the satisfaction of products and services on a national level, was introduced in Sweden. The basic model consists of two Swedish primary stimuli is satisfied:

- Perceived value
- Customer expectations

More specifically, perceived value is equal to the given level of quality in relation to price paid. One of the indicators of quality than is paid by the customer to compare different products and services.(Aydin& Ozer,2005:487)

Thus, if the predicted increase in perceived value, satisfaction will increase as well. Other stimuli satisfaction, customer expectations of product or service is desired, the last relation in this model, include the relationship between the plaintiff customer behavior and loyalty to the company. Positive or negative effect of these factors on a company depends on how you handle complaints. Mechanism to deal with complaints in a company can function properly, resulting in poor compliance by increasing loyalty and reducing its.

Customer Satisfaction Index Model in America

The model 1994 co-Quality Association of America was presented at the University of Michigan Business School. This model is based on the Swedish model. Customer satisfaction index model in America, the model is structured and involves a number of variables and relationships between them. Customer satisfaction index is located in the middle of the continuum. Expectations, perceived quality, perceived value and customer satisfaction as the factors are presented. The customer loyalty and customer complaints as the model outputs have been. A questionnaire of 15 questions, the above model is used to extract 6. The questions are all rated from 1 to 10. The main difference between the Swedish models added as separate perceived quality (Johnson & ET. Al,2004:8)

Customer Satisfaction Index Model in Europe

America and Sweden, countries with successful experience in the design of customer's satisfaction index model caused, European organizations such as the Institute of Quality Management Quality Europe and Europe under the auspices of the European Union to create a customer satisfaction index in Europe preparations. Customer satisfaction index model is presented in Figure Europe, the European model of customer satisfaction index shows.

This model, along with a loyal customer satisfaction to examine, As you can see, stimuli of customer satisfaction in this model are perceived corporate image, customer expectations, perceived quality and perceived value.(Aydin& Ozer,2005:478)

Perceived quality can be examined in two parts: Perceived quality of the hardware, meaning that the quality part, related product or service features and the other is, the perceived quality of software that is intended to be part of a quality that represents the service provided is interactive elements, Environmental features such as personnel or service.

However, it should also be noted that the fact that most relationships between variables may exist that have not been seen here. In this model, there are seven variables, each of them by 2 to 6, another variable is measured through audits and inquiries from customers, is described. (Johnson et al, 2000:11)

Proposed Research

The purpose of this study was to investigate the relationship between total quality and customer satisfaction and loyalty, indoor sports facilities, public and private, is the city of Uremia. Present study, descriptive, correlational, and was conducted as field. Instruments included: a standard questionnaire Liu (2008) with a reliability of a=87. All private and governmental clients Sport University with at least three months of exercise formed the study sample. The data was also examined using Pearson correlation coefficient and multiple regression analysis was analyzed. Results of data analysis showed that there was a significant relationship between service quality and its subscales include "quality programs, quality facilities, quality of interaction" with satisfaction and customer loyalty. According to the research results can be stated that the requirement to obtain commitment and repeat customers is high service quality the quality of service should be raised with diverse and exciting programs and classes, instructors informed highly functional and visual sporting spirit of cooperation and respect to mentor, provide timely guidance and understanding of the special needs of each participant.

Amiri,(2012) a study entitled "Evaluation of the factors influencing satisfaction and loyalty, and recommends buying the other chain stores" has done.

The issue of quality of service provided to customers is an important issue that has always been considered by the responsible agencies. This indicates that it is better quality and better service to customers, the will, the more satisfied them and for this reason, many organizations are seeking every way possible to increase their service quality and service provider. Managers often measure customer satisfaction and quality of services they use. Hence, service quality and customer satisfaction, and academic researchers are more focused marketing services. The purpose of this study was to evaluate the impact of effective factors on satisfaction and loyalty and shopping advice to others in the chain store. In order to test the hypotheses and assess overall trends and analyze data in the present study, using statistical analysis, especially path analysis and confirmatory factor analysis is used, the results showed that the training staff and customer loyalty in the chain stores, there is a significant relationship.

Nargesian,(2012) Conducted research entitled "Factors affecting customer satisfaction using SERVQUAL model." This paper is the result of field research, the issue of service quality and satisfaction with the nation's banks in Isfahan province of the banks, are studied. After reviewing relevant research, a questionnaire was collected, with closed questions to assess the service quality and customer satisfaction data to banks in Isfahan city. For measuring service quality to customer satisfaction, service quality called SERVQUAL model has been used. Methods The study is a descriptive survey of the field. The results of this study indicate that the four dimensions of reliability, responsibility, and empathy on customer satisfaction guarantee service quality affect the nation's banks in Isfahan but the appearance and physical dimensions of service, customer satisfaction, service quality is not affected.

Bazel&Gaun (2006)In a study conducted on the quality of products and services concluded that, due to the impact on the quality of the service quality perceived by customers that are associated with the profitability of the organization. It is associated with the growth of the organization.

Lewis & et.al (2006) Using survey research discussed and graphic scale used to measure the dimensions of the model, conducted the research. This study attempts to determine which aspects of student loans, and finally the research areas that banks should consider to improve relations with student specifies.

Petridou& et.al (2007) in a research study of this subject and the quality of banking services to its role in creating customer satisfaction among private banks in Greece and Bulgaria began.

Farquhar & et.al (2008) in an article titled attract and retain customers in an exploratory study concluded that, how can we attract and retain customers at the same time be profitable.

Arbore et al (2009) the concept of customer satisfaction and dissatisfaction in the banking industry and its impact on the performance began.

Zitamel& et.al (2009) Surveys conducted in America and concluded that companies that are involved in providing services particular sensitivity to the excellent quality of service quality can actually be the key to differentiation, operation and performance of organizations.

Yuksel et.al (2010) Understanding the effect of customer satisfaction on customer loyalty paid, Structural equation modeling results of this study indicated that positive emotions can help clients increase customer loyalty.

Research Methods

In the present study due to the nature of the subject that studies the impact of quality management, customer relationship Management Company deals with pasteurized milk and further diagnosis aspect and also according to the research objectives, research methods, descriptive - survey is cross-sectional in nature and will be applied.. In this study, the questionnaire is used: That was the question for each of the elements of strategic planning; strategic planning, improving quality and efficiency, identification and training of employees, customer satisfaction, and customer loyalty were most of the respondents. To measure each of the variables in the study, the 5-item Likert scale questionnaire of options used. In this spectrum of the respondent is asked to rate their agreement or disagreement with each variable is implemented based on a spectrum. Questionnaire was approved by the faculty advisors regarding compliance questions and aims of the questionnaire survey.

Statistical Society

The population consisted of all local executives and sales managers are Pegah Dairy Company.

Method of Sampling and Sample Size

Sample of the Statistical Society, selected according to certain criteria and is considered to represent the community (Pashasharifi et al, 2003,P: 19).

Collecting the required data in a non-experimental study (descriptive), this is done with the survey and correlation the two ways are possible:

  A) count the population under study
  B) Sampling and selection of a representative sample of the population.

In the first case, where not much happens, the number of individuals studied.(Nadiet al,2010,P67)

The population in this study due to the limited number of samples was selected from the same population as that number is 50 people.

Research Hypotheses

Excellent management and leadership support Pegah Dairy Company has an effect on customer satisfaction. Strategic planning Pegah Dairy Company has an effect on customer satisfaction.

Improve the quality and efficiency of Pegah Dairy Company has an effect on customer satisfaction.

Research Findings

First Hypothesis

Excellent management and leadership support Pegah Dairy Company has an effect on customer satisfaction.

Table (1): Regression Results Support the Effectiveness of Leadership and Senior Management on Customer Satisfaction Pegah Dairy Company

Statistical Indicators Regression model	The correlation coefficient (r)	R^2	Adjusted R^2	F	Significance level
1	0.249	0.062	0.042	3.169	**0.081**

Based on the above table, the regression coefficient of the effect of top management support and leadership on customer satisfaction Pegah Milk Company of shows, The correlation coefficient between these two variables 0.249 and is an unacceptable level of significance (P=0.08). Therefore, due to the significance level is greater than 0.05, there is a relationship between two variables will not be accepted.

Second Hypothesis

Strategic planning Pegah Dairy Company has an effect on customer satisfaction.

Table (2): Regression Results of Strategic Planning Pegah Dairy Impact on Customer Satisfaction

Statistical Indicators Regression model	The correlation coefficient (r)	R^2	Adjusted R^2	F	Significance level
1	0.297	0.088	0.096	4.647	**0.036**

Based on the above table, the regression coefficient of the impact of strategic planning on the customer satisfaction of Pegah Milk Company shows, The correlation coefficient between these two variables is 0.297 and has a high significance level (P =0.03). So there is a relationship between two variables is accepted. According to the coefficient of determination R2 =0.08 about 8% of the variation in customer satisfaction can be explained by the strategic plan.

Third Hypothesis

Improve the quality of Pegah Dairy Company has an effect on customer satisfaction.

Table (3): Regression Results of the Impact of Quality Improvements on Customer Satisfaction Pegah Dairy Company

Statistical Indicators Regression model	The correlation coefficient (r)	R^2	Adjusted R^2	F	Significance level
1	0.501	0.251	0.236	16.104	**0.000**

Based on the above table, the regression coefficient of the impact of quality improvements on customer satisfaction shows Pegah Milk Company. The correlation coefficient between these two variables is 0.501 and has a very high significance level (P =0.000). So there is a relationship between two variables is accepted. The coefficient of determination with respect to the amount of R2 =0.236 about 23% of the variation could be explained by customer satisfaction by improving quality.

The Research Results

The results of the effect of top management support and leadership on the customer satisfaction of Pegah Milk Company, According to the regression coefficient for the effect of top management support and leadership on customer satisfaction Pegah Milk Company of shows. The correlation coefficient between these two variables is 0.249 and has an unacceptable level of significance (P =0.08). Therefore, due to the significance level is greater than 0.05, there is a relationship between two variables will not be accepted. The results of Rafiee (2008) is inconsistent with his research entitled "Customer Satisfaction Survey view of employees of the National Bank" came to the conclusion that the effect is supported by leadership and management of the National Bank of customer satisfaction. The results obtained in the study of the impact of strategic planning on the customer satisfaction of Pegah Milk Company, according to the correlation coefficient between these two variables is 0.297 and has a high significance level (P =0.03). So there is a relationship between two variables is accepted.

According to the coefficient of determination $R^2 = 0.08$ about 8% of the variation in customer satisfaction can be explained by the strategic plan.

Therefore, we can say that strategic planning can impact on customer satisfaction. The results of the studies Khosravi (2012) is almost consistent. In his study entitled "Effect of total quality satisfaction and loyalty, and recommend others to buy insurance Persia province," concluded that the implementation of the Strategic Plan of the insurance company can lead to customer satisfaction. The explanation for this assumption can be said Pegah Milk Company with strategic planning and goal-oriented companies, their programs to meet the customer's satisfaction is our customers and get more sales.

The results obtained in the study of the impact of quality improvements on customer satisfaction Pegah Milk Company according to the correlation coefficient between these two variables is 0.501 significance level is very high (P =0.000). Shows the relationship between two variables is acceptable. The coefficient of determination with respect to the amount of $R^2 = 0.236$ about 23% customer satisfaction by improving the quality of the changes can be explained. Therefore, the results indicate that the impact of quality improvements on customer satisfaction.

The results of the studies Khosravi (2012) is roughly consistent with his research entitled "Effect of total quality satisfaction and loyalty, and recommend others to buy insurance Persia province," concluded that significant relationship between quality and productivity, and customer satisfaction there. This hypothesis can explain the productivity, quality and customer satisfaction is one of the important issues that cause. The quality of the product exceeds the sales force goes up and the result is customer satisfaction. So we can say unequivocally improve the quality and efficiency of customer satisfaction is vital.

Suggestions

Motivating staff to increase productivity could lead to improved customer satisfaction and loyalty.

To increase product quality and customer satisfaction can be achieved.

To identify the product, marketing and advertising can be included in the strategic plans of the organization to increase customer satisfaction. Recommended to advance the goals of the company training is provided to staff. Comes as a result of the excellent leadership and management has an impact on satisfaction and loyalty thus, improved management practices can be effective in this way. As the results came in strategic planning to customer satisfaction and customer loyalty, the impact is therefore by creating a program targeted on the basis of technology to create customer satisfaction step.

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