



Research Paper

QM practices, Service Quality with Outsourcing sustains managerial performance

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Received 21 October, 2014; Accepted 08 November, 2014 © The author(s) 2014. Published with open access at www.questjournals.org

ABSTRACT:- Purpose – The purpose of this paper is to explore the relationship between total quality management (TQM) practices, service quality and performance with special emphasis on Outsourcing practices organizations in Malaysia.

Design/methodology/approach – The empirical data was drawn from TQM organizations in Malaysia. The data were analyzed using Factor analyses (correlation and multiple regressions).

Findings – The findings discovered that TQM practices were found to be partially correlated with performance of the Malaysian TQM service organizations. It is also found that where TQM and service quality were perceived as dominant QM practices in organizational performance.

Research limitations/implications – This research paper was limited by excluding non-QMP certified organizations in the selection of retailing firms in Malaysia, making this a possibly biased selection, which might not adequately represent the Malaysian perspective on the entire Malaysia's retailing industry.

Originality/value – The outcome of the study afford valuable knowledge to managerial of QMP servicing organizations to refine their quality management practices and subsequently improve performance.

KEYWORDS:- Quality management, Service Quality, Outsourcing, and Performance Paper type Research paper

I. INTRODUCTION

Technology-exhaustive companies in worldwide especially United State of America and Japan are increasingly aggressive exit to external foundation for innovative products. Management techniques completely to develop externally basis technology are still growing. Until now, large of the exploit has been restricted to the tactical, business unit level for latest products base on case-by-case. Several firms are influenced that sustained competitive improvement can be obtained by a strategic approach to technology outsourcing. It means to gain competitive benefit, can through the combination of a balanced internal/ external technology strategy with a broad selection of strategic management techniques. Indeed the capability of technology and useful technical knowledge rise of innovative new products, new scientific or engineering tools and techniques and/or exploration of new research frontiers. However according to Deb Chatterji, (1996) study defined that as references to management issues associated with R&D outsourcing (refers to the hiring of third parties for routine services such as chemical and structural analysis, software development, materials testing and evaluation, etc.).

However also according to Gryna, Richard Chua, and Deofeo (2007), outsourcing is the process of subcontracting to a supplier external to the organization an activity that is currently conducted in house. Accordingly numbers of organizations have tried to implement total quality management (TQM) practices but have failed to achieve their goals, while many other organizations have implemented TQM with great success (Douglas and Judge, 2001). Much literature in the early 1990s discussed how Japanese manufacturers used TQM implementation to improve their competitive positions in the global market place and how their success in quality management influenced many firms in other countries (Yavas, 1995; Yoshida, 1989). In facts Gryna, Richard Chua, and Deofeo (2007) study found that Outsourcing is undertaken to reduce costs (the primary impetus), reduce cycle time, or improve quality that a company cannot easily develop and maintain on its own, information technology. Outsourcing can also enable a company to focus resources on the core competencies advantage, e. g., product design, operation, and marketing.

Due in marketing, Service quality has been a frequently studied topic in the service marketing literature. Efforts to understand and identify service quality have been undertaken in the last three decades. A topic of particular interest in service quality research is the issue of measurement. Following the introduction of

the SERVQUAL instrument (Parasuraman, Zeithaml, and Berry, 1985), many scholars have attempted to replicate and refute its structure and conceptualization (Carman, 1990; Cronin and Taylor, 1992; Teas, 1993). Much of the research to date has focused on measuring service quality using the SERVQUAL instrument. Importantly service quality can improve the competitiveness of an organization, and an organization can gain a competitive advantage and differentiate itself from others, by improving service quality. The role of service quality in a manufacturing organization is vital, as the organization can compete successfully by offering superior after-sales service. Customer service expectations are constantly changing and dissatisfied customer may switch to an alternative service provider. Until recently not much attention has been paid to quality improvement in service organizations. The application of TQM principles and techniques in service organizations have remained a challenging task.

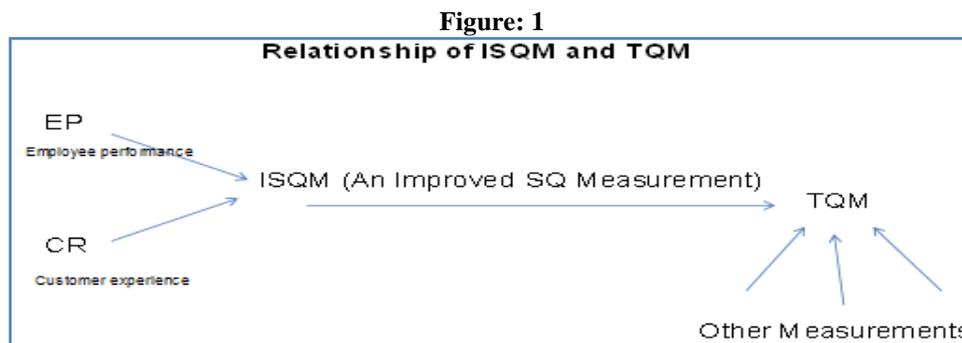
Thus the application of technology quality (OUT) services in meaning of obtains the benefits. OUT, which is also called “retails technology outsourcing” or “relational quality,” is an organization’s service performances have shown significant expansion over the past decade (Leonard A. Schlesinger, 2003; Charles H. Kimzey and Sam Kurokawa, 2002; Jenkins, 1992; Heskett, J.L., Sasser, W.E. and Schlesinger, L.A. 1997; Plessis and Beer, 2011; Wang, 2011; Wei and Qui, 2009). Technology quality (OUT) is a relationship between a firm provider or customer and a technology outsourcing (OUT) and compared to traditional retailing service, provides more comprehensive, adapted and flexible services. OUT, is categorized by a long-term, more mutually beneficial relationship between servicers and customers. A company that practices their retails to OUT servicers help to promote interactive relationships.

Retails outsourcing and OUT services must to remain a key element of current quality management strategies. Recent research recorded that high of OUT usage 300 retailing informants who deal with both key suppliers and customers companies and it were projected that by 2012. OUT, users would spend an average of one-third of their total budgets on support for retailing services (Lauren, Mert, Frank, and Richey, 2012).

Once adopts the technology outsourcing approach, outsource helps firms to utilize some, or all, of the retails activities to achieve complete services. Starting with the proposition that service quality is multidimensional, it is possible to develop a framework to illustrate the structure of service quality. Developing such a framework involves identifying the dimensions of service quality (technical and functional), and the components thought to make up each dimension. Marketing scholars have yet to identify attributes (or components) that define the technical quality dimension, although it is widely accepted that technical quality significantly affects customers’ perceptions of service quality (Gro’nroos, 1982, 1990; Rust and Oliver, 1994). More important that OUT is a relationship between management commitment to effective employee involvement and effectiveness of employee involvement affects customer perceptions of service performance and employees’ job satisfaction. Outsourcing firms provide inventory improvements and develop efficiency, and detain the market level that result the higher volumes that are obtained by the aggregation of demand across a large market. The next study determination on service quality measurements effectiveness Quality and QMP Practices. Indeed also study on measurement effectiveness of outsourcing.

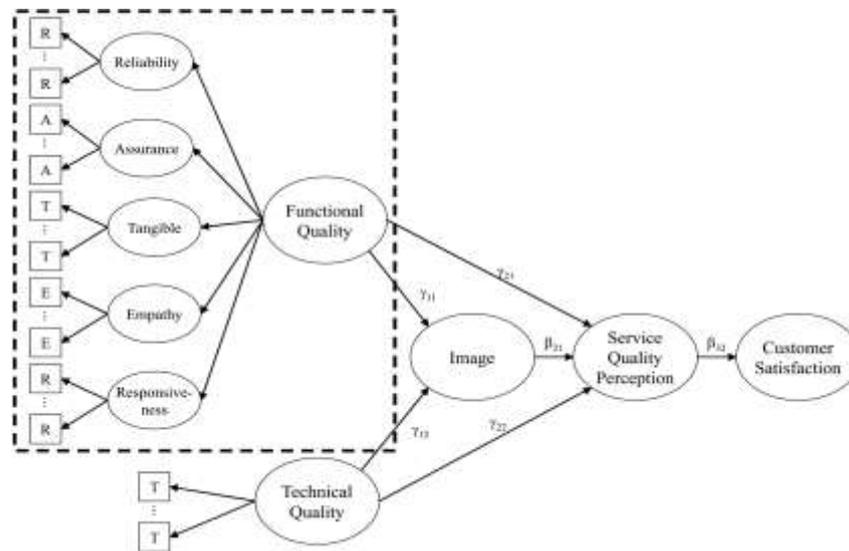
II. LITERATURE REVIEW

Based on the market research for quality (figure 1) literature review, deeply analysis recognizes there is a different underlying strategy. Thus those seem to strengthen their internal capability, but this will not to ensure success in the millennium market. Edward Roberts, (1990) stress that the most important is the “relentless intensification” of dependence on external sources for technology. Too often, a serious commitment on the part of top management to QM is weak or missing. Note that several respondents complained about the lack of management support, its resistance to change, and the failure of the organization’s structure to change when QM practices were implemented. Problems like these make it difficult to develop and take advantage of opportunities for QM to benefit performance (Kaynak, 2003), particularly in high tech firms which operate in conditions of high complexity and uncertainty and thus must rapidly adjust to changes in the market.



The main task of performance measurement and related activities is to support the decision-making process through gathering and analyzing information regarding the accomplishment of performance targets. By measuring and analyzing actual performance, the success/failure to achieve desired performance can be assessed and managed (Rantanen et al., 2007). In this context, performance measurement provides the basis for an organization to assess how well it is progressing towards its predetermined objectives, helps to identify areas of strengths and weaknesses, and decides on future initiatives aimed at improving

Gi-Du Kang and Jeffrey James (2004)
(Service quality dimensions)



Among those studies (figure 2) are conducted by Gi-Du & Jeffrey, (2004); Locke and Latham (2005) cited in Smith and Hitt (2005), it can be stated that there is a clear and strong relation between organizational performance and the attention given to management control. This attention should be balanced, i.e. both the instrumental and the behavioural dimensions of management control should be simultaneously improved. It seems to pay for organizations to not only improve their management control systems but to do this in an equal balance for both the instrumental and behavioural dimensions, in order to improve the overall performance of the organization. This study aimed to identify which instrumental and behavioural dimensions an organization has to focus on, and the extent of this focus, in order to achieve sustainable. The following section discuss on the service quality.

III. THE CONCEPT OF SERVICE QUALITY

The construct of quality in the services literature focuses on perceived quality, which according to Zeithaml, (1987) is defined as a consumer's judgment about an entity's overall excellence or superiority. This approach according to literary differs from that of objective quality, which involves an objective assessment of activity or event. Perceived quality is a form of "attitude", resulting from a comparison of expectations with perceptions of performance. However, despite the emphasis in the literature on this approach, perceived service quality has remained an elusive concept (Brady and Cronin, 2001; Parasuraman et al., 1985).

Many have suggested that quality results from a comparison of perceived performance with expected performance – based on the so-called "disconfirmation paradigm". Indeed, this notion was the basis for the SERVQUAL model, which views service quality as the gap between the expected level of service and customer perceptions of the level received (Parasuraman et al., 1988). SERVQUAL identified five determinants of service quality: (1) Reliability; (2) Assurance; (3) Tangibles; (4) Empathy; and (5) Responsiveness.

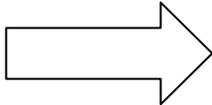
Conceptually, these constructs address, respectively, performance standards, expertise and physical elements of the facility, employees' willingness to assist in a timely manner with their knowledge, and sensitivity. Although SERVQUAL has been extensively used in assessing services quality, it has also been subject to criticism in various respects – including its use of the "difference score", its dimensionality, its applicability, and so on (Asubonteng et al., 1996; Buttle, 1996; Cronin and Taylor, 1992; Carman, 1990; Babakus and Boller, 1992).

In addition, SERVQUAL has also been criticised for focusing solely on the service-delivery process (Groenroos, 1990; Mangold and Babakus, 1991; Richard and Allaway, 1993). In this respect, it is of interest that one of the underlying themes of SERVQUAL was that: “Quality evaluations are not made solely on the outcome of service; they also involve evaluations of the service delivery process” (Parasuraman et al., 1985). However, despite this, it is difficult to find an explanation for their failure to address outcome (technical) quality in the SERVQUAL instrument. It would seem that technical quality has been neglected in SERVQUAL’s measurement of service quality.

Even though these seem worry, a lot of the earlier service-quality research has concentrated on the SERVQUAL instrument, and have consequently determined on the functional-quality dimension. Little, if any, efforts have been completed to examine a two-component model of service quality that includes both technical quality and functional quality. Then that guanxi is fundamental ethical and it can be used as a setting strategy in China. However, a few facts to suggest that guanxi and favour are sensitive and situation-specific, but further research are needed to verify these maintains. The purpose of the present study is consequently to extend understanding of outsourcing by empirically investigating a conceptualization of service quality that includes both technical quality and functional quality. The following section discuss on the relationship between strategies Quality Management practice, outsourcing and service performance indeed; how the hypotheses were developed would be explained in next part.

IV. THE CONCEPT OF QMP SERVICE PERFORMANCE

According to Hassan and Kerr’s, (2003) study found that the total nine dimensions of TQM in service organizations have been conceptualized from the literature. The dimensions are leadership, strategic planning, customer and market focus, information and analysis, human resource development and management, and process management – all leading to the achievement of ever improving performance. The frameworks clear that these quality dimensions will enhance the organizational performance which comprised productivity and quality, scheduling and delivery, financial results and customer satisfaction performance. Quality dimensions are independent variables, and performance measures are dependent variables. The four organizational performance measures can be operationalised as in table 1 below.

Independent variables		Dependent variables
leadership, strategic planning, customer and market focus, information and analysis, human resource development and management, and process management		productivity and quality, scheduling and delivery, financial results and customer satisfaction

Every independent variable (dimension of quality) will measured by a number of items. The measurement items for a particular dimension will be averaged to get a summary score for that dimension. Organizational performance measure will be measuring by average the score for the items under performance measure.

Thus researchers have been undertaken in other sectors, service organizations have largely been overlooked (Abernethy & Stoelwinder, 1991; Sharma, 2002; Chenhall, 2003; Auzair & Langfield-Smith, 2005). Hence, in an attempt to fill this gap, these studies explore the requirements on PMS design from the service organization perception. Considering the dynamic business environment, the studies suggest that contemporary as opposed to traditional PMS shall be pertinent in managing service organizations. Although previous studies have explored other aspects of PMS characteristics (Chenhall & Langfield, 1998; Lilis, 2002), the focus has generally been on the impact, owing to the use of comprehensive measurement (e.g. financial/non-financial measures, ex-ante/post-ante measures, and quantitative /qualitative measures) on the individual, group or organizational performance. Only recently, have a few empirical studies (Hoque & James, 2000; Malina & Selto, 2004; Chenhall, 2005; Henri, 2006) attempted to explore the issue of PMS design.

Thus from analyzing the literature studies highlight that retailing industries has changed rapidly and dramatically in terms of work maturity, increased competition, organizational roles, internal and external factors, technology tools, introduction of national/ international awards and many others. However as refer to Fry’s et al., (1993) study found that organizations have encountered dramatic competition due to improved product quality, increased flexibility and reliability, the expansion of product variety, and an emphasis on innovation. In addition also on the business features that functional quality may be even more important than technical quality as it reveals the service character of retailing (Groenroos 1988, 1990). Company’s performance may be jeopardized if its partners do not achieve an expected performance. Thus, performance depends on the

effectiveness of business-oriented relationships with a clear interdependence between partners (WINNER et al., 2005). In this case, interdependence between companies occurs when the involved parts in the relationship are integrated among themselves. Therefore, they state that the company's abilities are influenced not only by internal activities, but also by partners' activities, including suppliers, other partners and clients. In the service analyzed, exporters and suppliers of international maritime transport have the delivery performance overlapped between transporter and exporter. This occurs because the direct responsible for the delivery is the transporter. However, the final client usually evaluates delivery performance as an exporter's attribute. The new challenges of the retailing firms demand that organizational managers consider appropriate paradigms of performance measurement to promote managerial improvement.

A research model is proposed to recognise the content – structure – result approach to the organizational performance of outsourcing in retailing. In subsequent the details of network decision performance measurement of retails. In following a theoretical framework of QMP organizational performance measurement presented.

V. PROPOSED PERFORMANCE FRAMEWORK VIS-À-VIS “GAPS” MODEL OF OUTSOURCING

One of the most popular and most often recommended approaches is the philosophy of total quality management (TQM) – a holistic approach that seeks to integrate all organizational functions to focus on meeting customer needs and organizational objectives. There are many principles of TQM, but in practice firms may follow known, accepted, standard models as a guide to carry out quality management (Tari', 2005). As an example, TQM principles that are embodied in the seven criteria of the Malcolm Baldrige National Quality Award (MNBQA) are deemed essential to instituting successful TQM systems (GAO, 1991). Thus the applications of TQM principles and techniques in service organizations have remained a challenging task.

Various authors have argued and empirically tested the positive impact of TQM on manufacturing company's performance in terms of operating and financial results, quality, customer satisfaction or employee satisfaction (Choi & Eboch, 1998; Hendricks & Singhal, 1997, 2001; Agus & Hassan, 2000; Terziovski & Samson, 1999, 2000; Brah et al., 2000, 2002; Saizarbitoria, 2005; Karia & Asaari, 2006; Yang, 2006; Fuentes et al., 2006). However, most of these studies focus on identifying the TQM practices that are most effective and crucial from the performance improvement point of view. A number of studies have focus only on difficult type of performance: quality performance, financial performance or operating performance. They do not provide much evidence on how exactly TQM affects performance: are all performance dimensions improved and what areas of performance are mostly improved by TQM adoption? Therefore the objective of this paper is to understand and measure the impact of TQM on different dimensions of company performance. In order to achieve the above objective, the research is focused on answering the structured research questions.

However, the focus has generally been on the impact, due to the use of comprehensive measurement (e.g. financial/no financial measures, ex-ante/post-ante measures, quantitative/ qualitative measures) on the individual, group or organizational performance. Only recently, have a few empirical studies (Hoque & James, 2000; Malina & Selto, 2004; Chenhall, 2005; Henri, 2006a) attempted to explore the contingency formulation of organizational performance design. The critical argument is that organizational performance should be tailored according to the organizational requirements, provide ways to meet the targets and be consistently monitoring business performance.

In fact other than that the conceptual, case study or field study, literature review, and interview based studies tended to emphasis operational, customer, strategic, supplier, and environmental aspects of service (Mahmoud & Carlos, 2010). The results of Cronbach alpha confirmed that the components of employee relations were all related (alpha $\frac{1}{4}$ 0.7429). This confirms the homogeneity of the set of criteria used to measure employee relations. It includes a reduction in absenteeism, employee turnover and accidents, and an improvement in employee participation and morale indeed measure overall employee relations (Yang, 2005; Vinod, Franck, & Uma, 2009). The research methodology utilized is consistent with the literature (Gomes et al., 2004; Yasin et al., 2006). Mahmoud and Carlos, (2010) study found that the specific literature related to performance measurement in the service sector. In the process, it also aims to classify and examine innovative approaches and models utilized to measure performance in service operational settings. Based on investigation, it seeks to identify relevant benchmarking implications. In understanding the different approaches to performance measurement as utilized in service organizations as organizations' performance improvement efforts. The study also claimed that 1) performance measurement in services; 2) external aspect is incorporated in broader perspective and 3) service value.

There are also similarities among some service industries: The service usually must be provided when the customer requests it, the service output is created as it is delivered, the service usually cannot be stored in an inventory and completion time is critical. Moreover Shirley and Gryna's (1998) study claimed that the concept of self-control applies to the service sector – both to frontline direct customer contact operations and to

backroom operations. Shaukat, Wong and Rao's, (2000) study investigated that the relationship between TQM and business performance in the Singapore service sector determine superior business performance compare to firms without it.

Among others, three were more relevant: scale frequency (in the departure port), freight cost, and transportation time. Complementarily, other criteria were identified by Canadian exporters, including: service cost; direct transportation (without scales); collecting as expected; delivery as expected; next ship exit to the requested target; cooperation between transporter and exporter; transporter flexibility to solve problems in the ports; traceability; quick response to requests/claims; long term commitment; sales service; experiences related to loss or damages in the loads. Considering the competitive criteria in literature, the existence of trade-offs between these criteria is another relevant aspect. The company would seek to achieve a high performance in a narrow group of criteria and seek why there are existing incompatibilities between two or more criteria (Fitzsimmons & Fitzsimmons 2000 and Parasumaram et al. 1988). Further than Ely, Patricia and Livia's (2008) study found that a broader analysis is recommendable seeking for other industries, other links in the supply chain or other aspects that may influence service performance.

There is no doubt that TQM implementation may have provided both conceptual and empirical efforts are needed to advance the science and practice of performance measurement in service operational settings (Mahmud & Carlos 2008). The application of TQM principles and techniques in service organizations have remained a challenge task.

In fact the retailing service industry discovered that the supplier should apply measures in the service elements order completeness, invoice error-free, on-time delivery, delivery of products without defects, efficient handling of returned products, informing about shortages in the orders, providing technical information and efficient handling of customers' requests (Dimitrios, Lambros & Socrates, 2005). According to Dimitrios, Lambros and Socrates's, (2005) study found that the performance should be improved in the first three elements and maintained as it is in the remaining five elements. The provide insight into the customer service elements which a supplier should measure and into which of them a supplier should improve its performance or maintain it.

Thus to maintain it, Lauren's, et al.,(2010) suggested that the understanding role of knowledge-based operant resources, a key component of the SDL paradigm, in the ability of supply chains to shape competitive advantage and performance outcomes is vital. Further, operant resources have a hierarchical structure, with differing effects in building value for a supply chain. This research seeks to explore the effects of different levels of hierarchical operant resources in a retail supply chain setting. These survey using hierarchical regression to explore the influence of internal and external operant resources on market performance, subject to the moderating effects of top management support and relationship quality. There is a positive relationship between internal and external operant resources with market performance outcomes, but those relationships are subject to support from top management toward retailing supply chain relational initiatives. The intangible, dynamic, customer-oriented resources play an important role in developing retail supply chains' ability to achieve a market advantage. To that end, customers should path counted in any objective evaluation of a firm's service outcomes.

However refer to Gi-Du and Jeffrey,(2004), p.288 study found that the confirmation of the service quality research model has the potential to help managers better understand how customers assess the quality of services. As refer to Berry, Parasuraman, and Zeithaml, (1990) study suggests that service quality is the great differentiator; it gets and keeps the customer's attention, thus, it needs to be strategically managed for competitive advantage (Boo, 2006). According to Gronroos (1984), and, Parasuraman et al. (1985, 1991), the traditional approach for defining service quality emphasizes that service quality perception is a comparison of consumer expectations with actual performance. Chia, Chin and Chin (2002) simplified the definition of service quality as a comparison between consumers' expectations and their perceptions of the service they actually receive. In addition, the scope of the employees' involvement may be widened to cover operational, personal, and social aspects of the job (Cheung & To, 2010). Moreover refer to Newman (2001) study found that the close links among top management commitment, job satisfaction, and service quality from the perspective of employees. Therefore these findings contribute the absent relation between management commitment and organizational performance in literature studies on service marketing.

In business retailing, suppliers meet demand by increasing inventory level, speeding up delivery solutions, redeployment persuade services, and seldom by employing outsourcing service providers. Dealers at present face the challenge of increased service demands as the rapidly changing market structure of business to business (B2B) and business to customer (B2C) goods and services delivery, and of e-procurement, complete supply visibility, effective inventory management, and outsourcing. Many studies on retailing outsourcing in the Greece (Yuen, 2006; Chen and Yang, 2000; Christopher, 1997) have found that the outsourcing of retails is widespread global throughout North America, Europe and UK.

Outsourcing is the process of subcontracting to a supplier external to the organization an activity that is currently conducted in house. Outsourcing is undertaken to reduce costs (the primary imputes), reduce cycle time, or improve quality. Estimates suggest that at least 85% of major corporations now outsourcing at least some activities. In practice, some organizations outsource significant (core) functional activities such as customer service, marketing, product design, and information technology. Many important business issues enter into decisions about outsourcing. Charles & Kurokawa's, (2002) study claimed that outsourcing reduces internal costs by reducing personnel because the outsourcer (supplier) companies have the technology and knowledge to perform certain tasks more efficiently than some companies can internally.

Outsourcing can provide superior quality and lower costs for an activity that a retail cannot easily develop and maintain on its own, e.g., information technology. Outsourcing can also enable a retail to focus resources on the competencies that are important for competitive advantage, e.g. product design, operations and marketing. But these core activities vary by organization. It believes that the competencies must be carefully identified within each organization and once identified it should be performed balance internally and outsourcing. The future research explores upgrade helps Malaysia's retails providers to enhance their competitive power, retails service providers must still be prepared to cope with other demands and imminent challenges.

Few identify that the cause of TQM and its relationship with business performance in manufacturing industries does not encourage performance is due to how the organization adopted and practices the quality management practice after adapting it (Awan et al., 2008; Muhammad, 2011). Adoption can be external or thoroughly. Deeper analysis suggests that there may be a different underlying strategy. Thus Charles and Kurokawa, (2002) claimed that the using external technology to supplement, or extend, internal development toward increase capability to add to internal efforts. Through the implementation of quality management the organization can improve the quality level of their products and services and thus achieve competitiveness in global market place (Masahiro & Yoshida, 2005; Lauren, et al., 2010). Therefore Masahiro and Yoshida (2005), claimed that TQM is an effective method to improve business performance regardless of where the company might be operating, as long as the TQM practices are implemented appropriately. Masahiro & Yoshida (2005) used seven TQM as dimensions to recognize different patterns of quality management practice (QMP) with service performance. Thus the high rating assessment questionnaires are suitable for this research study.

In research, Masahiro and Yoshida (2005) the survey instrument adopted in this research is a pre-tested questionnaire that has been used in similar earlier empirical studies. This theoretical framework by Raghunathan et al. (1997) was adopted in this survey in cooperation with Sun (2000). Thus the research found that most of Japanese-owned manufacturers in China have implemented quality management and that TQM practices have contributed to their operations. The findings also support the earlier literature indicating relationship between TQM practices and organizational performance in changing environments (Douglas & Judge, 2001). However the survey studies in manufacturing companies and did not measures the ability of the organizations to perform those items under the improving employee's satisfaction relates to external performance such as increasing market share and competitiveness.

The level of adoption shows following quality management statistics: 1) 90 per cent of the sample have implemented TQM for more than three years; 2) 80.7 per cent of the sample marked a "high" and "very high" rating of assessment to the question that TQM was considered in the company strategic plan; 3) 75 per cent of samples marked a "high" and "very high" rating of assessment to the question that TQM has contributed to keep the company in business; and using quality information and implementing process control such as preventive equipment maintenance and standardization of work instructions relates to quality performance such as reducing rework, warranty cost and scrap. Quality management is one of operations management methods that respects human resources and provides employee motivation. Through the implementation of quality management the organization can improve the quality level of their products and services and thus achieve competitiveness in global market place. Ishikawa's study (1981) found that the better quality made less rework and better productivity. He also commented that quality management method like QC activity was adaptable in any other countries. Many of Japanese manufacturers realize how important quality management is, and they have transferred the management methods to their plant to improve the quality level successfully. However the studies were exploratory and the performance effect of outsourcing and other quality management practice (QMP) was not discussed.

Given the management commitment, interested in knowing how this construct explains organizational outcomes. To that end, customers should of course be counted in any objective evaluation of a firm's service outcomes. However, one should not ignore the view that happy employees will put extra effort into improving service performance. Newman (2001) has highlighted the close links among top management commitment, job satisfaction, and service quality from the perspective of employees. However, other studies (Ashill et al., 2006; Reeves and Hoy, 1993; Natalisa and Subroto, 2003) have reported mixed findings on the relationship between management commitment and customer perceptions of service quality. Accordingly, believe that might some

moderator/mediators may exist between management commitment and organizational outcomes. Indeed, management-commitment has been found, to be linked with service recovery performance, through employees' affective commitment (Ashill et al., 2006) and job satisfaction (Babakus et al., 2003). Unfortunately, little is known about how human resource practices such as effective employee involvement provide ways of mediating between management commitment to service quality and customer perceptions of service performance and employees' job satisfaction.

While there have been survey efforts to study outsourcing, there has been no general agreement on the measurement of the concept. However, this method will limit the possibilities to investigate the context and structural of QMP (Patrik, 2011; Charles & Kurokawa, 2002). Thus derive recommendation of suggesting and perceptions for the matters (Patrik, 2011). Due to that Locke and Latham's study (as cited in Smith and Hitt 2005), when tasks are new and difficult for people, the best idea is to set learning rather than performance goals. A possible explanation was provided by Frese and Zapf (1994) who found out that high performance is not always the result of greater effort, but rather, of greater understanding. Locke & Latham (2002) established that goal setting will lead to performance when it is moderated by feedback and commitment (Seijts & Latham, 2000). Den et al. (2004) provided information that achieving individual performance without considering organizational-level variables undermines performance management practices and further suggested the moderating effect of employee attitudes between practices and performance. However Adsit's et al. (1996) study found that employee perceptions of managerial communication in the form of goals and organizational strategies are important to customer satisfaction and departmental performance. Verbeeten's (2008) study also found that the definition of clear and measurable goals is positively associated with quantity and quality performance but the use of incentives is positively associated with quantity performance only. An empirical finding (Pollit, 2006; De & Holzer, 2001; Kloot & Martin, 2000) showed that quantitative performance measures tend to ignore the quality aspect of service delivery since qualitative performance is much more difficult to measure. As admit that quantitative approach through survey methods is suitable for generalizing the finding (Pollit, 2006; De & Holzer, 2001; Kloot & Martin, 2000).

Since the objective of study is to measure the ability of an organization in implementing outsourcing and relationships of organizational performance. The majority of the work to date has attempted to use the SERVQUAL (Parasuraman et al., 1985; 1988) methodology in an effort to measure internal source (e.g. Patrik 2011; Brooks et al., 1999; Chaston, 1994; Edvardsson et al., 1997; Lings & Brooks, 1998; Reynoso & Moore, 1995; Young & Varble, 1997). Following the argument that SERVQUAL only reflects the service delivery process, the study empirically examines the European perspective (i.e. Gro'nroos' model) suggesting that service quality consists of three dimensions, technical, functional and image, and that image functions as a filter in service quality perception. Because the popular service-quality instrument, Gi-Du, (2006) investigated that the SERVQUAL, concentrates on functional quality, a model incorporating both technical quality and functional quality is employed here. Structural equation modelling (SEM) is utilized to examine empirically a two components model of service quality.

Gro'nroos (1982; 1990) noted that the quality of a service as perceived by customers has two dimensions: a functional (or process) dimension and a technical (or outcome) dimension. Functional quality focuses on "how", and considers issues such as the behaviour of customer-contact staff and the speed of service, whereas technical quality focuses on "what" and considers such issues as the end result of service provision. Several authors have suggested that evaluation of service quality should include both sets of attributes (Baker & Lamb, 1993; Gro'nroos, 1982, 1990; Mangold & Babakus, 1991). Indeed, Richard & Allaway (1993) argued that utilising only functional-quality. The current issue and full text archive of this journal is available at attributes to explain and/or predict consumers' behaviour is a misspecification of service quality that has low predictive validity.

Despite these concerns, much of the previous service-quality research has concentrated on the SERVQUAL instrument, and has thus focused on the functional-quality dimension. Few, if any, efforts have been made to test a two-component model of service quality that includes both technical quality and functional quality. The purpose of the present study is therefore to extend understanding of service quality by empirically examining a conceptualisation of service quality that includes both technical quality and functional quality.

With the exception of Reynoso & Moore (1995), however, researchers have not adequately tested the transferability of the SERVQUAL instrument to measure service quality. But outsourcing gives an organization the opportunity to employ experienced professionals to serve non-core business partners, which removes the responsibility and daily costs of outsourcing service providers of carrying out business functions such as retails, transportation, warehousing, inventory management, and information technology. However, refer to Yuen's (2006) study found that experienced skilled service providers usually lack broader skills, such as global networking strategies and the ability to integrate technologies. Outsourcing services not only reduce comprehensive outsourcing costs, but also strengthen core business. Therefore according to Africk & Calkin's, study (as cited in Yuen, 2006) claimed that is important to build up organizational connections that adopt a

relational, rather than transactional, corporate approach is suitable to explain the ability of respondents in adopting the suggested items.

Guanxi, commitment and respond is a set service quality of best practices with regard to service reliability and responsiveness and to monitor whether such practices are implemented by the organization in order to be certified as QMP retails. As refer to Berry, Parasuraman, & Zeithaml, (1990) study suggests that service quality is the great differentiator; it gets and keeps the customer’s attention, thus, it needs to be strategically managed for competitive advantage (Boo, 2006). According to Gronroos (1984) and Parasuraman et al. (1985, 1991), the traditional approach for defining service quality emphasizes that service quality perception is a comparison of consumer expectations with actual performance. Chia, Chin, and Chin (2002) simplified the definition of service quality as a comparison between consumers’ expectations and their perceptions of the service they actually receive as independent variable in manufactures relation to operation and organizational performance. Baiyun Gong, Xin He and Huei-Min Hsu (2013) suggests that the key guanxi persons may not have chance to cultivate such guanxi in depth before it is recognized by the organization and the practice is transferred to corresponding roles in the organization. Thus this research will develop detailed questionnaires that based on relation management to investigate the level of adoption.

As the increasing competitiveness, ‘Quality Management practice’ provides strength to core business. It is now clear that there are gaps in the relevant theories, practical aspects and empirical evidences, concerning the issue of quality management practices, service quality and performance in Malaysia. Thus an empirical study is needed to investigate and fill up these gaps

VI. CONCEPTUAL FRAMEWORK OF THE STUDY

The theoretical framework as refers to Sakaran, (2000) is that the relationship among the variables to investigate. The research framework is formulated through literate studies on the service quality, quality management practice and outsourcing theories and philosophies.

Based on the previous chapters’ literature and sections, eight independent variables that involve the Quality Management practice strategies were identified selected and operationalised. The variables strategies quality is 1) leadership, 2) information and analysis, 3) strategic planning, 4) human resource and labour union, 5) assurance of products and services, 6) supplier quality, 7) customer focus and satisfaction, and 8) Continual improvement; 9) the dependent variable is service performance; and 10) the moderator is outsourcing.

Figure 3: shows the Conceptual relationship of the ten variables of the study. The relationship content of eight direct relationships of the independent variables; five dependent variables and one moderator

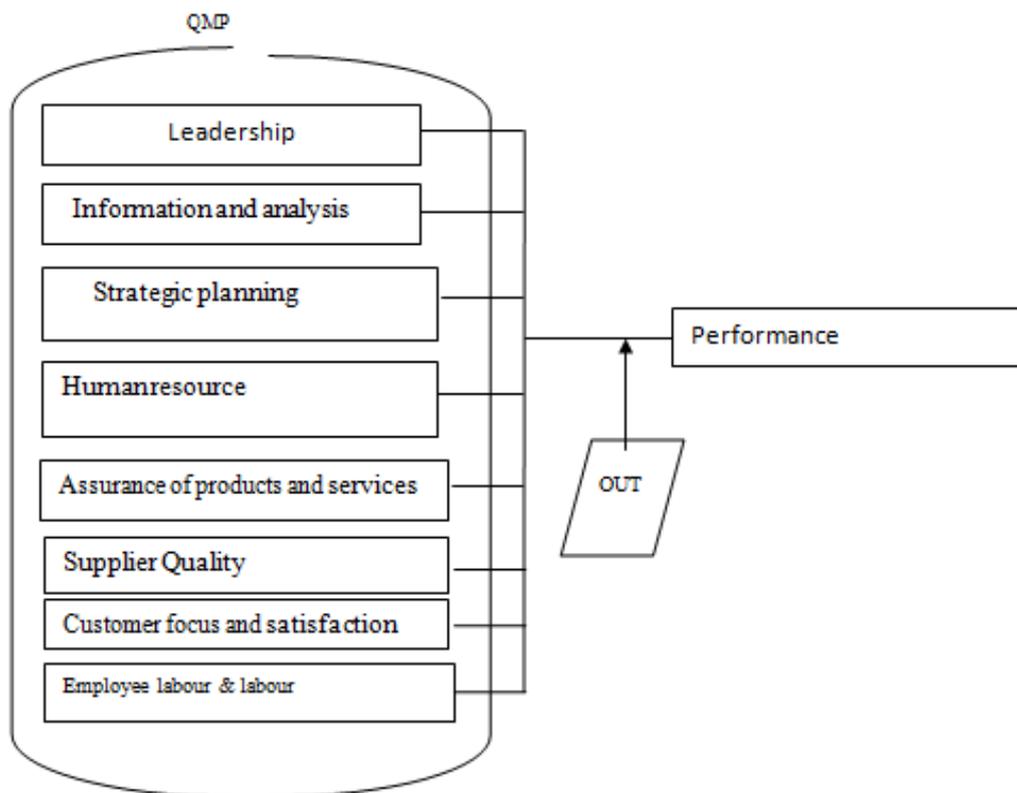


Figure 3 the theoretical framework of study

The figure 3 show that the discussion in earlier chapter which the quality management practice (QMP) strategies influenced service performance to identify the context – structure – output approach to the organizational performance of retails companies. The following a details set-up choice of systematic hierarchy of the performance measurement retails outsourcing. Therefore this study conceptualized eight direct relationships as follow;

- 1) The relationship between QMP and service performance.
- 2) The relationship between OUT and service performance.

VII. METHODS

In this sector the guiding framework collecting and gathering relevant data for hypotheses testing to answer the research questions. Importantly is to identify significant of service quality moderate QMP toward performance that are provided in Southern Region of Malaysia. These well study as the effort of relationship between QMP and organizational performance. This empirically also test certain hypotheses value with respects the quality management practice and service performance of the study objective. This cross-functional development study involves surveying the perception of respondents in Malaysian retailing using the revised measurement scale. Adopted the Miyagawa and Yoshida (2005) phenomenon sets for favoured better understanding. In fact refer to Miyagawa and Yoshida (2005) that the cross-sectional unique features learning is the Deming management philosophy which has contributed to the improvement of the Japanese products and services is summarised as follows: first of all, to improve quality by reducing machine troubles and mishandling that enables cost reduction. Secondly, refer to Yuen, (2006) with better quality and competitive prices, resulting in increasing sales, profitability and employment even achieving more market-share. Deming's quality management philosophy was examined in light of businesses practices in Japan as refer to Yoshida, (1995).

In fact by the study had considerable a size of data taken used at a particular point of time in-order to prevent any variable influencing the validity of the instrument. The independent variables were TQM practice such as Leadership, information and analysis, strategic planning, human resource development, employee participation and labour union issues, assurance, supplier, customer focus and satisfaction, and general. Besides that, the dependent variable was performance organizational and outsourcing is moderating variables; those investigate characteristics of populations. Hypothesis testing is undertaken to explain the relationship between the variables.

In this study, the demands of using survey methods are as follows: 1) Establish the quality management practice; 2) Identify customer; 3) Discover customer needs; 4) Establish process controls ; ease of administering and recording questions and answers; 5) Capability of using statistical methods; 6) Abilities to verify clarifies and determine different action taken; and 7) Provide remedy

But now begin with the researcher decided to adopt survey method and conducting it by using Questionnaire structured questionnaires. These subjects within measurement social science research and prior discipline studies were also practiced as reference in choosing the appropriate data analysis. Thus aforementioned discussion as the units of analysis is organization performance, to explain the units themselves and the purpose of study; data will have to be collected from target respondents which involved the managerial level QMP. Therefore in this study is chosen hypermarket as unit analysis.

VIII. RESULTS AND DATA ANALYSIS

i. Difference between the Groups for Different Factors

Independent-sample t-tests are conducted to compare the factor scores across different groups, and significant differences are found for all of the factors between the OUT Expected and OUT Actual groups, and also the Cus Expected and Customer Expected groups.

Eta squared (Cohen, 1988), which provides an indication of the magnitude of the differences between groups and also the proportion of variance in the dependent variable that is explained by the independent variable, is shown in Table 2.

Cohen's (1988) guidelines indicate that a difference is considered to be great if the effect size reaches 0.14, moderate if the effect size reaches 0.06 and small if the effect size reaches 0.01.

All of the items are significantly different in the comparison of the OUT Expected and OUT Actual groups, and also in the OUT Expected and Customer Expected groups. The eta squared value indicates small to moderate differences. In the comparison of the difference between the Customer Expected and the Customer Actual groups, no significant differences are found. In the comparison of the OUT Actual and Customer Actual groups, only cycle time and guanxi are found to be significantly different. However, the small eta squared indicates that these differences are small.

Table 2

Hypotheses	Relationship Management	Beta			
		OUT Expected	OUT Actual	Customer Expected	Customer Actual
H 13	Guanxi	-.043	.191	.202	-.020
H 14	Trust	.003	.396	.202	.057
H 15	Commitment	-.019	.396	.057	.378

The eta squared values range from small to medium, and all of the items are significant in the second t-test, which implies that they are significantly different between the OUT Expected and the Customer Expected groups, with small to medium differences.

To avoid confusion and reduce sampling errors between the groups due to the different positions of the respondents in the OUT providers, stratified sampling is used and two independent-sample t-tests are conducted to compare the item scores between senior managers, middle management, front-line managers, and front-line staff in the four groups. The result shows that there is no significant difference in the different positions of the respondents in OUT providers in the four groups. The demographic data of the respondents are summarized, and include varied information about their companies and industry. Tests of reliability and the inter-correlations between the different factors are presented with descriptions, and the instruments that are used in this study are determined to be reliable and valid.

This study also employs factor analysis to examine the relationships between the three constructs that are comprised of eleven factors. Some of the factors were deleted to achieve a better model fit, and the results of the structural path analysis of the research model provide evidence to support the hypotheses. The validity and reliability of the measurement scales are confirmed through a series of tests. Independent sample t-tests are also performed to investigate the group difference between items and the individual questions that were asked in the questionnaires.

IX. DISCUSSION

Presenting this study is constructs into three: service quality (SQ), organizational effectiveness (OP), and relationship management (RM). These are the hidden that variables equipped to measure and evaluate the managerial performance (OP) effectiveness of OUT in four groups: the expected OP of an OUT provider by its employees, the actual OP of an OUT provider by its employees, the expected OP of an OUT provider by its links, and the actual OP of a OUT provider by its links. Generally this supports the FA identification of the significance of the relationship between service quality, organizational effectiveness, and relationship management in OUT organizational performance. The results of the constructs of OUT in the four groups are discussed in the following.

The relationship between relationship management (RM) and service quality (SQ) is positive and significant ($\beta = 0.161, p < 0.05$) in the OUT Expected group, ($\beta = 0.015, p < 0.05$) in the OUT Actual group, and ($\beta = 0.011, p < 0.05$) in the Customer Expected and ($\beta = 0.140, p < 0.05$) Customer Actual groups. This result exposes that the better the relationship management (such as the development of guanxi, trust, and commitment) between an OUT provider and its links, the better the OUT service quality. The better the understanding between members, the simple it is to identify customer needs and complete to provide modified OUT services. A strong relationship between relationship management and service quality indicates that relationship management has a great influence on OUT service quality.

The relationship between relationship management (RM) and managerial performance effectiveness (OP) is positive and significant ($\beta = 0.032, p < 0.05$) in the OUT Expected group, ($\beta = 0.088, p < 0.05$) in the OUT Actual group, and ($\beta = 0.093, p < 0.05$) in the Customer Expected and ($\beta = 0.029, p < 0.05$) Customer Actual groups. This result exposes that the better the relationship management (such as the development of guanxi, trust, and commitment) between a OUT provider and its links, the better the OUT managerial performance effectiveness, particularly in terms of actual performance, that is, a better understanding between parties supply more accurate OUT services. Better communication and exchange of ideas when an OUT provider supplies an actual OUT service avoid problems and increases a strong association between relationship management and service quality indicates that relationship management has great influence on OUT service quality.

The relationship between service quality (SQ) and managerial effectiveness (OP) is positive and significant ($\beta = 0.161, p < 0.05$) in the OUT Expected group; ($\beta = 0.015, p < 0.05$) in the Customer Actual group; ($\beta = 0.140, p < 0.05$) in the Customer Expected and ($\beta = 0.011, p < 0.05$) Customer Actual groups. This result exposes that the better the OUT service quality, the better an OUT provider's managerial effectiveness. This is supported by early study findings (Beamon, 1999; Thomas, 1999; Mentzer et al., 2000; Carr and Person, 1999;

Elmuti, 2002). Superior service quality, such as reliable and precise OUT services, and better customer mind can generate profits and goodwill for an OUT service provider. These not only improve competitiveness but increases OUT business with reliable customers.

Generally the three significant constructs of OUT organizational performance are shown in Table 3

Table 3 Constructs of OUT organizational performance

Hypothesis	Constructs	Beta			
		OUT Expected	OUT Actual	Customer Expected	Customer Actual
H 16	RM to OE	0.032**	0.088**	0.093**	0.029**
H 17	RM to OP	0.161**	0.015**	0.011**	0.140**
H 18	SQ to OE	0.161**	0.015**	0.011**	0.140**

An analysis of OUT managerial performance exposes three constructs: service quality, managerial performance, and relationship management. It identifies the context–structure–output relations in OUT. A test of the three constructs of effectiveness performance indicates the necessary conditions for moderation (Bobbitt and Ford, 1980; Ford and Schulenburg, 1982). The outputs of the coefficient of determination (R) and the total size of the parameter estimates present data that relationship management moderates the impact of OUT service quality and partially moderating the impact of managerial effectiveness in the OUT Expected group. This fund clear the relationship management between OUT service providers does not achieve the better organizational effectiveness of OUT services.

This is several outcomes for the relationship between OUT service quality and managerial performance effectiveness. For OUT providers and employees, perceptible better service quality accomplishes better managerial effectiveness. However, this is not taking by actual performance. An expected clarification is the moderating cause of relationship management on this links. It is exposed that there is a gap between perceived and actual performance involve the relationship between OUT service quality and managerial effectiveness too. This results statement supports in the literature that better service quality and relationship management contribute to OUT managerial performance effectiveness.

X. CONCLUSION

Importantly to success, an effective process approach is to develop around a few key areas or issues that provide focus. Therefore manufacturing/ retailing in Malaysia emphasizes turning out high volumes of products to satisfy the demand. In contrast, during the period, Malaysia manufacturing/ retailing companies focused on the quality of their products. Priorities needed to remain competitive were different for companies in other regions or countries. The key to success in operation strategy lie in identifying what the priority choices are, in understanding the circumstances of each choice and in the trade-offs involved. Organizations used to focus on productions, marketing and financials as their basis for strategy. They focus on different factors, marketing for product differentiation or market share and finance at costs. According to Deming’s Chain Reaction, by emphasizing on quality, organizations achieve both. It means ‘fitness for use’, which in addition to freedom from product deficiencies means meeting the needs of the customers. This is more buyer-oriented and user-based, and in this case quality management becomes more subjective and ‘doing the right things. Than only when the root causes for unwanted variability in products or services had been identified, employees can take steps to make improvements leading to better quality through Quality Management practice (Masahiro & Yoshida, 2005). The basis for building such supplier relations is Guanxi, commitment and responds.

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