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Meta-Analytic of the Relationship between Human Resource Management and Customer Satisfaction in Lean Production Adoption and Implementation Processes

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Abstract

The purpose of this paper is to identify efficient factors in the relationship between HRM and customer satisfaction during the process of transition to pure production. Over the past few years, a new stream of strategic management research focused on HRM analysis, and meta-analysis has been done with HRM and customer satisfaction. The calculation of the target model shows that for the effective development of this process, senior management teams need to combine logical and creative skills, such as an aggregate orientation. Finally, a model is presented to understand this sequence, which leads to a cultural change associated with the production of Lean.

Keywords: Customer Satisfaction, Strategic Management, Strategic Human Resource Management, Lean Production, Human Resource Management.

Introduction

Specialization in management and organizational organizations has led to a division between HRM and customer satisfaction. On the one hand, research domain domains (for example, strategic management, and organization theory) focus their research and analysis questions on the organizational or company level, and even on the relationships

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between organizations. The study of internal potentials is described and then executed with HRM strategies. Most researchers believe that customer satisfaction is a universal concept that is composed or shown in different faces. According to some of them, five factors of customer satisfaction are considered by rent, advertising, convenience, supervision, and work.

As a result, it is important to consider the customer's role in the various stages of the process of transferring to the LP, including the adoption and implementation of LP. Therefore, our research question is:

How do HR managers manage their own, so do they reduce the transition to LP and Advance? We intend to pursue the following practical objectives:

o   To provide a model that includes this main topic and the relationships between them in different stages transition process to LP to gain a better understanding of change the Point of view associated with the LP.

o   To Diagnosis the Human Resource explanatory important factors during the different phases of the process to LP.

Literature review

A. Lean Production (LP)

Lean Production is a management strategy based on stable improvement, which requires the involvement and the commitment of everyone in the organization and provides an opportunity to improve the results regarding quality, costs and lead times. In other words, as LP is an integrated sociotechnical system, success comes from these two facets being applied simultaneously and systematically.

B. Efficient human resources identification during HRM strategy formulation

Once the object of analysis (i.e., core employees) is clarified, we specify the process and criteria, through which managers assess and evaluate the skills, abilities, and knowledge that those employees offer to an organization (strategic human capital). As it has been defined by the analysis of critical human resources starts from the premise that not all employees possess the same potential to develop core organizational activities, and some perform support actions that do not add strategic value to a firm. The characteristic of interactions between members and customers varies across service contexts. Lovelock (1983) offers a useful classification of services; whether a service is performed by a person (e.g. medical services, educational services) or on possessions (e.g. computer repair) constitutes a distinction.

Personnel services implicate interactions between employees and customers, in this case, the employee and the customer are involved in close interpersonal contact in each encounter, to be communicated by which provides the opportunity for efficient cues.

C. Literature review of micro foundations research

Micro-foundations in strategy can be considered, at the same time, as an ''old'' research line (or at least with antecedents for many years), and as a ''new'' or ''emergent'' line, can be considered to has revived in the last few years. In this section, the backgrounds are first shown with a micro-base. Secondly, by reviving it and through a systematic study of literature, recent studies focused on micro-based sources are identified based on resource-based theory. Ultimately, they are examined through the main opportunities, potential, challenges, and critique of the microstructure.

Measures and methods

Case studies are also particularly useful for analyzing the trend of longitudinal changes (Eisenhardt, 1989), because of the general view of a phenomenon (Gummesson, 2000), when the phenomenon can't be explored separately in its context. And to explain the relationships that are examined by quantitative research methods (McCutcheon and Meredith, 1993; Yin, 2003). A case study is also used to answer "Why does this work?" And "How"? The question is more than other research strategies (Yin, 2003). Both primary and secondary data are used for 3D data processing. This idea was approved to ensure structural credibility (Easterby-Smith et al., 2002). Semi-structured interviews, surveys, visitor/factory tours, and in some cases, managerial announcements and conversations with blue workers were used as the main sources for efficient information. Some measures were taken to ensure the validity of the analysis and interpretation process.

The analysis was performed on a case-by-case basis, and then a cross-sectional analysis was performed by case studies. Inside us, we helped to lessen the information we gathered (Eisenhardt, 1989). The emergence issues of exploration and explanation were identified through the analysis of interview data and the relationships between variables were examined and defined in subsequent interviews (Mills & Humberman, 1994).

H1: Relationship Between Employee Satisfaction and Customer Satisfaction in Personal Services More Than non-personalized services.

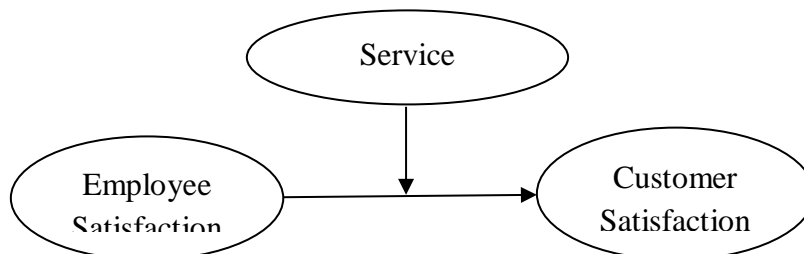The theoretical model proposed by Figure 1 is shown below:

Figure 1: Proposed model

A. Criteria for developing and closing the database

To create our database, we review journals that typically publish employee satisfaction surveys and customer satisfaction and focus on general management issues. We obtained empirical studies on the service environment and the service-profit-making chain through various sources. We first searched ABI / INFORM EBSCO, JSTOR and Science Direct databases for the period 1995-2010, using different keywords to identify related articles. Second, we manually examine the summary of the collection of journals. Finally, we reviewed the references in the previous steps to find more studies that other searches were unable to capture. Studies were included in the meta-analysis if we met the following criteria: (1) in meta-analysis studies, we only performed studies that reported the effects of r-family, such as correlation coefficients (Rosenthal, 1991). Several studies could not cover everything because their results included multivariate models. (2) We presented only articles analyzing the relationship between employee satisfaction and customer satisfaction at the organizational level, so that the results of the research can't be combined with inseparable goals (Hunter & Schmidt, 2004). To address the conceptual proliferation problem, we find that studies are independent and have no overlapping examples.

We only include the size of the effect of a study, whenever the data set and the same variables are based on numerous studies. If the data sets were the same, but the variables were different, we would preserve different sizes individually. The total sample size in all studies was 1,483, respectively. Each of the studies used in this meta-analysis by the author for interdependence, sample size, trust in the independent and dependent variables, the level of analysis and the effect sizes. Sample sizes were directly taken from the method and result sections of the articles included. Classification of the study variables was based by the descriptions of the measures. We followed widely accepted definitions described in past research for most of the variables of interest.

Empirical analysis

The quantitative data were collected using a self-governing questionnaire distributed to a sample of 290 HR executives in Spain. In 2013, contact information was obtained by the AEDIPE's database (Spanish HRM Association). This review was designed to gather information about the various stages of HRM formulation. HRMs are asked to evaluate how senior management teams make their own HRM decisions. We assumed that HR managers are part of senior management teams and they are actively involved in strategic decisions. Given the limitations of this approach, we have taken preventive and past measures to evaluate and minimize the predictive information problems. First, we introduced a case in this survey to ensure that all senior HR managers who responded to the questionnaire knew and participated in the process of formulating the HRM strategy. 90% of respondents confirmed that they are actively participating in HR decisions as members of the senior management team. To ensure the stability of the data, we only consider the part of the senior management team in the analysis of those responses reported by the HR manager. The questionnaire was designed using the recommendations of Fowler (2002) and Johnson & Harris (2002) to maximize the validity and reliability of the scale. We were aware that the length and complexity of the review might reduce the responses, but we preferred to use a full and valid scale. By doing so, we tried to provide the quality of the data, although the credibility of the case would be less. 120 responses

using the questionnaire, although small, but allowed us to measure reliable structures and analyze the relationships between them.

Control variables

Before starting the experimental analysis of the model, we conducted specific tests to control the potential bias introduced by sampling methods. Using these analyses, we tried to illustrate the sample (n = 120) of the total population (N = 290) and compare it with the two grouping variables that can be measured for all companies. An ANOVA analysis was performed to control the size difference. The results showed that there was no significant statistical difference (F = 0.299; sig = 0.597), so it can be concluded that the sample is representative of the population. It's something like the differences between the different parts.

In this case, analysis _2 confirmed that the companies that responded to our questionnaire were distributed according to section (_2= 1.910; sig = 0.385).

Managerial Stewardship

One of the main ideas that micro foundations emphasize the essential mandate of strategic management: to enable managers to gain and sustain competitive advantage through their decisions and actions. To achieve this, Managerial Intervention is required, which inevitably has to take place at the micro level (Abell et al., 2008; Foss, 2010). A correlation between common culture and collective outcomes tells the manager very little about what should be done to change the culture. It makes little sense to argue that managers can directly intervene on the level of capabilities. However, managers can influence capabilities by hiring key employees or by changing human resources policies, all of which involve the micro level. The collectivist orientation underlying the capabilities the approach provides a radical departure from the raison d'etre of strategic management, which ought to provide actionable and useful theoretical insights for the practicing manager. Micro-foundations try to align with this characteristic of strategy. The origins of collective concepts are likely to be at the individual level and ultimately to be rooted in purposeful and intentional action (Felin and Foss, 2005).

Micro-macro integration in strategy and the resource based theory

As noted previously, the field of management and organizational sciences stays/remains traditionally divided between micro and macro areas. This divide is reflected by the specialization of researchers in either micro or macro domains. This divide is major reflected by the preference for researchers to publish in either macro or micro-journals. Evidence of this is also reflected by the sometimes divergent research design, measurement, and data analysis techniques used across these domains (Aguinis et al., 2011). This is considered to be a weakness of management that must be overcome by the integration of micro and macro aspects is considered as an issue in the development of the field (Aguinis et al., 2011; Rynes, 2005) that can help to solve another important problem, namely, the Science-Practice Gap. An integration of micro and macro aspects combining different levels of theory and analysis may provide a better understanding of

strategic issues and questions, and it will be interesting for companies and their executives. The integration of small and key issues is related to multilevel research (Dansereau et al., 1999; Hitt et al., 2007; Klein and Kozlowski, 2000). Some authors encourage researchers to conduct studies based on multiple and multilevel approaches (Chen et al., 2005; Hofmann 2002).

Integrating small and macro issues is a particular case of multilevel research since some multilevel research does not take into account the small and macro aspects. For example, the main methodologists in multilevel research are small scholars (organizational behavior, industrial-organizational psychology) who have studied the relationships between the micro level (individuals) and the metro level (groups, teams).

Conclusion

This meta-analysis gathered and summarized the outputs of Empirical research on the relationship between employee satisfaction and customer satisfaction to provide information for the development of theory and future research in this field. The results indicate that theoretical and theory gathering is possible in this regard, and more precise research into reliable development should be undertaken.

Our study focuses on the areas of operation and human resource management that have traditionally been analyzed individually, but as discussed by Boudreau et al. (2003). This connection is very important for explaining the process of transferring to LP, despite the role of people in this management system, required to carry out the process by previous research, to deepen the role of HRM and to change the successful culture. In the case of individuals, research on the characteristics of the organization working in Lean Environments (Forza, 1996; Biazzo and Panizzolo, 2000) affects the analysis of LP-related advanced HRM (Huselid 1995; Bonavía and Marin Garcia, 2011) and the study of how LP affects workers. (Niepce and Molleman, 1996; de Treville and Antonakis, 2006). However, this article focuses on the role of individuals who played before and during the LP approval process, and seeks to determine which aspects of employee compatibility with this management system, in our view, are two An important aspect in the future is the microstructural foundations of the strategy, multi-stage research processes and assemblies. First, multilevel research can help analyze the effects and relationships between micro and macro variables. For example, the collective variables of individual variables, the variables in the individual collective phenomenon, variables and variables, the dependent variables in the strategy (performance, profitability, competitive advantage, company boundaries, the level of diversity and internationality, etc.) and the mediation and Adjustment of relationships between small and large variables. Second, another issue analysis of how individual actions and factors aggregate through social processes to create and develop collective strategic phenomena (organizational capabilities and routines), or in other words, how these variables emerge through transformation and aggregation processes of individual variables.

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