

Employees' Satisfaction in Health Sector: A Structural Equation Approach

Valerio Antonelli, Raffaele D'Alessio, Carlo Torre, Emanuela Mattia Cafaro

Department of Business Science, University of Salerno (Italy)

email: vantonelli@unisa.it, rdalessio@unisa.it, ctorre@unisa.it, emcafaro@unisa.it

Abstract

Purpose of the paper: The aim of this article is to study how relational capital, perceived service quality and total quality management exert an influence on the perceived employees' performance of the sanitary local firms of Salerno, considering also the way in which perceived employees' performance affects employees' satisfaction.

Methodology: After a literature review based on the main contributions regarding models of government applied in the public sector, a quantitative analysis, based on Structural Equation Modeling (SEM), will be provide with the aim of testing the existing relationship between the variables.

Findings: The quantitative analysis confirms that relational capital, perceived service quality and total quality management exert an influence on the perceived employees' performance and increase employees' satisfaction level.

Practical implications: This study provides a useful guide for the members of governance in the healthcare sector in terms of identification of the key variables of employees' satisfaction.

Originality/value: The paper contributes to a very heated scientific debate concerning the identification of adequate performance indicators of the health sector. In this way, the study is innovative as it offers a useful tool to scholars and managers in the health sector to improve the performances and increase employees' satisfaction.

Keywords

Employees' satisfaction, TQM, performance, SEM

1. Introduction

The never ending changes in the current economic context push firms and organizations towards the adoption of models that are as flexible, scalable and updatable as possible. The growing importance of services in all sectors of production in the social life is oriented towards new concepts of productivity, sustainability and survival. The everyday life of each social actor, indeed, is characterized by the unceasing search for an improvement of the performances and the quality level.

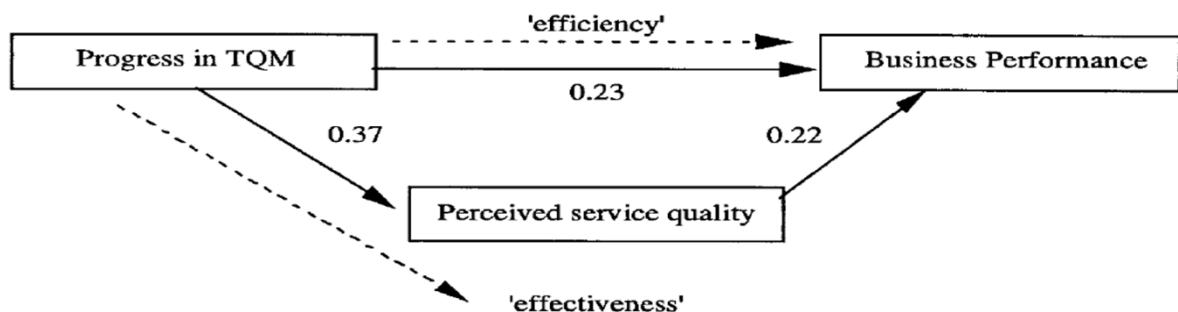
More and more the goals of companies and organizations, both business and non-entrepreneurial, are that of surviving through the adoption of adequate processes of value creation.

All this influences the evaluations, judgments and perceptions of the concept of value, influencing the actions of subjects interested in the processes of value creation.

Starting from this point of view and trying to identify the incentives on which companies need to act with the aim of improving their performances, the goal of this article is to shed light on the variables useful to increase the quality of company outcomes.

In this respect, taking in consideration the model proposed by Kunst and Lemmink (2000, page 1132), aimed at examining the relationships between the quality perceived by company employees, the TQM practices and the performances realized by the local health companies, the article seeks to highlight the factors required to increase the effectiveness and efficiency of company performance and to increase employees satisfaction.

Figure 1: Explanatory power of progress in TQM and user's perceived service quality in relation to business performance



Source: Kunst e Lemmink (2000), p.1132

The objective of the Kunst and Lemmink (2000) model is, indeed, to examine both the relation between perceived quality of performance and TQM practices and the relation between perceived quality and company performance. Using a linear regression analysis, they (Kunst and Lemmink, 2000) have shown that both perceived quality and TQM practices are able to exert a positive influence on company performance.

Starting from the research of Kunst and Lemmink, this article will explore how relational capital, TQM and the quality of service perceived by employees influence the performance of local health companies and how they have an impact on the level of satisfaction of employees of these companies.

This aim is realized adding to the original model of Kunst and Lemmink two other variables: an independent variable represented by relational capital and a dependent variable, represented by employee satisfaction. To reach our goal the structural equations modelling was applied.

2. Background teorico

2.1. *Relational capital*

Walter et al. (2006) have shown that relational skills are crucial to create suitable connections between the available resources of a company and the resources of others firms, where appropriate collaboration relationships are used.

In another study, Markman and Baron (2003) referred, in this regard, on social competence, which are conveyed in a variety of aspects such as communication skills, the willingness to cooperate, the ability to manage situations conflict and flexibility.

Beise-Zee and Rammer (2006); Kalaighnam et Al. (2007) proposed to explore the potentials of relational capital to increase the chances of providing innovative solutions capable of responding promptly to changes of market demands.

In fact, relational capital concerns the organization and management of network relations established and updated by the various actors involved in the partnerships.

It aims to facilitate the exchange of information and interactions within companies and increases the stability of the implemented organizational strategies (Bontis, 2004, Cañibano et al., 2000; Reed et al., 2006; Sanchez et al., 2000; Nelson and Winter, 1982; Teece 1986; Macneil, 1980) .

Businesses and organizations adopting a relational perspective therefore tend to focus on the quality of relationships between the various social actors, thus succeeding in improving company performance (Bonner and Walker, 2004).

Zollo et al., (2002) have shown how specific and repeated relationships between the partners involved in the company processes determine a significant effect on the accumulated knowledge and ultimately influence the performance of companies and organizations.

These considerations made possible the formulation of the following hypothesis:

H1: There is a positive relation between relational capital and performances.

2.2. *Quality management*

Quality management was a concept already known in Japan since the 1930s. It became particularly important after the Second World War.

In fact, both in theoretical and in managerial field, so much attention has been paid in improving the quality and identifying tools able to guarantee the quality control of company performance (Demirbag et al., 2006; Talib et al, 2010) .

The results gradually achieved in terms of TQM were then translated into a series of international standards (ISO 9000, ISO 9001, ISO 14000), which found strong international recognition (Sachdeva et al., 2007).

Total quality management (TQM) aims to facilitate collaboration between the different company functions, so as to better pursue the objectives of the organizations. In fact, it aims to facilitate the implementation of better performances by pursuing a better exploitation of company functions and a more effective conservation of the products and services implemented (Talib, 2013).

In this regard, Yusuf et al. (2007) underline how this management philosophy seeks, through a stronger involvement of employees in decision-making processes and a more marked synergy between the various company departments, to improve the company quality, which can be expressed in the form of more effective and efficient performances.

Consistent with these arguments, Sadikoglu and Zehir (2010) and Brun (2010) agree that the application of TQM practices such as training, management of processes and customers can affect the overall performance of companies, having very often an impact mainly on the financial one (Gharakhani et al., 2013).

Also Lakhal et al. (2006) and Talha (2004) have shown how the TQM was able to facilitate the pursuit of business purposes, managing to ensure the minimization of costs, greater effectiveness of personnel management and an increase in customer satisfaction. Other scholars (Saizarbitoria, 2006; Dooyoung et al., 1998), on the other hand, in reiterating the influence exerted by TQM practices on company performance, have underlined this is not necessarily to be in line with the desired corporate objectives.

On the basis of these considerations, therefore, it seems possible to find in the literature the existence of a relationship between TQM practices and the performances of companies:

H2: There is a positive relation between Total quality management and performances.

2.3. The Perceived quality of the service

The quality of the service has been a topic widely investigated in the total quality management literature. Several studies (Cronin and Taylor, 1992; Rust and Oliver, 1993; Taylor and Baker, 1994; Zeithaml, 1996; Boulding et al, 1993) have linked this matter with other subject particularly widespread as the performances of enterprises, the satisfaction of economic actors and their purchase intentions.

In particular, Williams and Calnan (1991) have underlined how the perception of the quality of service by who is in touch with the health system, both health professionals and users, is a critical factor for the success of healthcare organizations. Grönroos (1983), in this regard, highlighted how the quality of the service is composed of a dual dimension: a technique, concerning the type of service provided and a functional one, concerning the way in which the service is provided.

These dimensions allow both health professionals and users to express an assessment of the service provided, even if very often the latter are not equipped with a level of knowledge and skills suitable to make adequate understanding and evaluation of the service provided (Williams, 1994).

Parasuraman et al. (1985) proposed to use the expectation / disconfirmation model to evaluate the quality of the service.

Thanks to this model, the quality of the service is evaluated through the comparison of the perception of the service received and the user's expectations; however, this model does not seem to be effective when assessing health services, as it often happens that different social actors have no expectations about the quality of services offered (Fitzpatrick and Hopkins, 1983).

Other scholars (Murphy, 1996, Smith, 1992), moreover, in examining the relationships between market orientation, the quality of the service and profitability, show how the latter is very often influenced by the quality of the perceived service:

H3: Perceived quality of service positively influences performance.

2.4. Performance

Performance is very often linked to the ability of companies to pursue their strategic and financial goals (Li et al., 2006). At the beginning, interest in performance was focused only on certain aspects. In fact, Katou (2008) has focused his research only on the financial component of corporate performance, omitting the additional aspects linked to the overall organizational performance.

Several studies (Anderson and Sullivan, 1993; Bernhardt et al, 2000; Morgan and Rego, 2006; Reichheld and Teal, 1996; Reichheld and Sasser, 1990), on the other hand, examining the relationship between the performance of companies and the attitudes of social actors, have shown the existence of a strong link between the satisfaction of the latter and the company performance.

More specifically, some studies (Ittner and Larcker, 1998; Heskett et al., 1994; Reichheld and Teal, 1996; Gruca and Rego, 2005; Anderson and Sullivan, 1993; Loveman, 1998) have shown how greater satisfaction of social actors, especially those who perform work activities in public and private companies, can lead to more positive business results and, therefore, to increase revenues, profitability and cash flow.

Other scientific contributions (Anderson and Sullivan, 1993; Bolton et al., 2000; Fornell, 1992; Fornell et al., 2006; Reichheld and Sasser, 1990; Seiders et al., 2005; Cooil et al., 2007; Keiningham et al. ., 2003) show, on the contrary, how an increase in revenues and cash flows leads to an increase in purchases of products and services and to increase the share of loyal social actors. These actors have a greater degree of retention towards companies, precisely because of the improvement of company performance in terms of lower costs, higher quality and, in the end, lower sales prices.

In this case, although there is a containment of sales prices, cash flows continue to increase due to lower price flexibility on the part of social actors, who, being adequately satisfied, are willing to pay even more (Homburg et al, 2005; Reichheld and Sasser, 1990).

This last observation allows us to hypothesize that:

H4: Business performance positively affects the satisfaction of company employees.

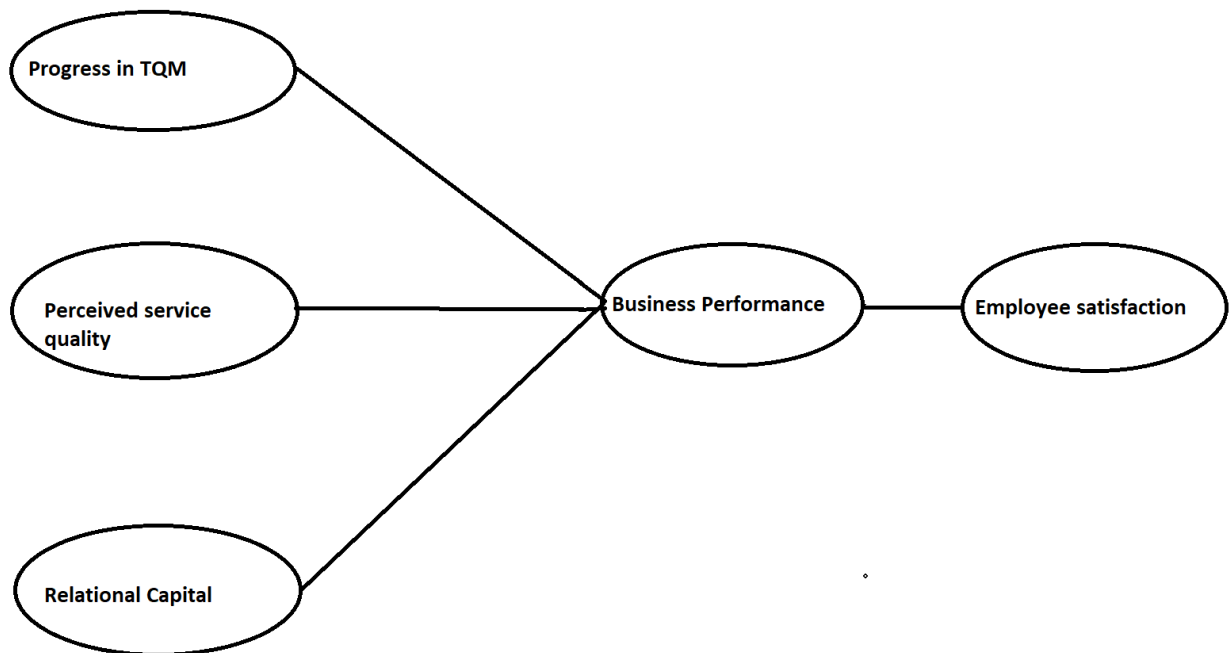
3. Synthesis of hypotheses

The analysis of the literature permit to express the following hypotheses:

1. H1: There is a positive relation between relational capital and performance;
2. H2: Total quality management positively affects the Performances;
3. H3: Perceived quality of service positively influences performance.
4. H4: Business performance positively influences employee satisfaction.

The first three hypotheses, H1, H2 and H3 represent the independent variables of the model, those that influence at least one other variable, without being influenced, in turn, by the others. Instead, the H4 hypothesis represents variables capable, at the same time, of receiving and exerting an influence from and on the other variables. The theoretical model applied to this study is shown below.

Figure 2: *Theoretical model*



Source: adapted by Kunst and Lemmink (2000)

4. Data description

The data set is collected through the administration of a questionnaire to the employees of the Local Health Authority of Salerno.

Before proceeding with the administration, with the aim of verifying the clarity of the questions formulated, the questionnaire was tested on a small sample of employees met randomly near the Local Health Authority and personally interviewed.

This test allowed us to make changes to some statements and reach the final version.

To answer the questions was voluntary and the respondents were assured the data were treated in a confidential manner.

250 questionnaires were effectively distributed, of which 225 were collected. Of these, 25 were discarded because some answers were incomplete and others were able to generate relevant problems in terms of response sets.

As shown in Table 1, The 61.00% of the employees interviewed were males and 39.00% were females. The age ranged between 25 and 65 with an average of 57.5 per year. Employees residing in the municipalities of the province of Salerno were interviewed, in particular those of Amalfi, Ravello, Scala, Atrani, Pagani, Nocera Inferiore, Fisciano, Conca de 'Marini, Tramonti, Sarno, Mercato San Severino, Baronissi, Giffoni Valle Piana, Pontecagnano Faiano and San Cipriano Picentino.

Table 1: *Sample analyzed*

Number of respondents	Total 200	Man 122 (61%)	Woman 78 (39%)
Geographical origin			
Amalfi	64 (32%)	36 (56,25)	28 (43,75)
Ravello	28 (14%)	17 (60,71)	9 (32,14)
Scala	18 (9%)	9 (50%)	9 (50%)
Atrani	4 (2%)	2 (50%)	2 (50%)
Pagani	4 (2%)	2 (50%)	2 (50%)
Nocera Inferiore	11 (5,5%)	6 (54,54%)	5 (45,45)
Fisciano	9 (4,5%)	3 (33,33%)	6 (66,67%)
Conca De' Marini	7 (3,5%)	2 (28,57%)	5 (71,43%)
Tramonti	4 (2%)	1 (25%)	3 (75%)
Sarno	1 (0,5%)	1 (100%)	0 (0,00%)
Mercato San Severino	8 (4%)	4 (50%)	4 (50%)
Baronissi	4 (2%)	1 (25%)	3 (75%)
Giffoni Valle Piana	9 (4,5%)	5 (55,55%)	4 (44,44%)
Pontecagnano Faiano	8 (4%)	4 (50%)	4 (50%)
San Cipriano Picentino	7 (3,5%)	4 (57,14%)	3 (42,86%)
Other geographical origin (SA)	16 (8%)	10 (62,50%)	6 (37,50%)

Source: authors' elaboration

All constructs used in the model were measured using multiple indicators adapted from previous studies. In particular, the scale of 5 items used by Dyer and Singh (1998) was revived for relational capital; Madhok (1995); Gulati (1995); Inkpen (1994); Badaracco (1991); Mohr and Spekman (1994); for total quality management have been adapted by Morrow, P.C. (1997) 15 items; for the "perceived quality of service" 5 items were adapted from Bloemer, Ruyter and Wetzels (1999), while the 6-item scale originally proposed by Swierczek and Ha (2003) for measuring performance was used perceived company and, lastly, from Caruana (2002) the 4 items for the measurement of the "employee's satisfaction" have been adapted.

As suggested by Bastian et al. (2005), all variables were measured using a 7-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree).

5. Research results

In accordance with the study conducted by Defrèr et al. (2016), firstly, we proceeded to identify the factors explaining in the best way the selected constructs, carrying out, as suggested by Churchill (1979), an analysis of the main components. Subsequently, as recommended by Jolliffe (2002), the reliability of each measurement scale resulting from the ACP was verified. The verification of the validity and reliability of the scales (Table 2) resulted in an iterative process which, at the end, provided all the values able to satisfy the minimum thresholds of acceptability, with regard to the KMO Test ($> .5$, Hair et al., 2005), at the spherical Bartlett's test (Sign. $<.005$, Tabachnick and Fidell, 2007), to the explained variance of the phenomenon

analyzed ($> .50$, Pett et al., 2003 and Hair et al., 1995) and Cronbach's Alpha ($> .70$, Hunt-Shanks et al., 2010):

Table 2: Validity and reliability of the measurement scales

VARIABLE	VALIDITY OF THE SCALES			RELIABILITY OF THE SCALES
	Test KMO	Test di Bartlett (Sign.)	Varianza totale spiegata	Alpha di Cronbach
Relational capital	.792	.000	68.320	.883
TQM	.932	.000	75.555	.807
Perceived quality	.874	.000	75.578	.917
Performance	.893	.000	58.848	.868
Employee satisfaction	.617	.000	51.707	.774

Source: authors' elaboration

The data contained in the table confirm the validity and reliability of the measurement scales adopted, since both the Bartlett test and the Kayser-Meyer-Olkin sample adequacy test (KMO) indicate that the factor analysis is adequate to the sample used.

These two tests make possible to evaluate the applicability of the chosen methodology to the available data.

Through the Bartlett test of sphericity the hypothesis H_0 of absence of correlation between the variables is verified, while the Kayser-Meyer-Olkin sample adequacy test allows to quantify the degree of correlation between the variables and to evaluate if the use of the factor analysis is correct.

Finally, in addition to an adequate capacity of the items to explain the investigated phenomena, thanks to explained variance percentages above the threshold of 50, also the degree of internal coherence of each construct seems to be acceptable, since cronbach's alpha values are present higher than the minimum threshold of 70.

Subsequently, to verify the simultaneous existence of causal relationships among the variables of the model, a model of structural equations was developed.

The Sem represent a technique able to allow:

1. The estimation of multiple and interconnected dependency relationships;
2. The representation of concepts not observed in these relationships, together with the possibility of including in the models the measurement of the errors produced by the estimation process.

To assess the goodness of fit of the model's adaptation, it is useful to control the statistical and substantial validity of the estimates, as well as other conditions represented by the convergence of the estimation process, the empirical identification of the model, the statistical significance of the parameters and, moreover, from the goodness of adaptation to the covariance matrix.

In the present work, the estimation of the models was carried out using the maximum likelihood method, while the chi-square test was used for the evaluation of the goodness of fit

of adaptation, which always ends up showing sensitivity to the sample size, orienting, for this reason and very often, towards the adoption and consideration of alternative indices.

In fact, according to the arguments of Hu and Bentler (1998), they were used alternatively: the RMR (Root Mean Residual), the CFI (Comparative Fit Index), the IFI (incremental Fit Index) and the RMSEA (Root mean square error of approximation).

According to Hu and Bentler (1999), values of the CFI and the IFI > of 0.95 are generally indicative of a good adherence of the model, while with reference to the RMR and the RMSEA, instead, values < 0.08 and 0.06, respectively, show, in the same way, a good quality of the model (Netemeyer et al., 2001).

Therefore, in the light of these considerations as indicated in Table 3, the tested model shows a good level of adherence to the studied reality, as there are values of the RMSEA of 0.06 and of the CFI equal to 0.951:

Table 2: Absolute and incremental Indices of Fit

Indices di Fit	Values
IFI	0.951
$RMSEA = \sqrt{\frac{(X^2 - df)}{df(N-1)}}$	0.06
$CFI = 1 - \frac{\tau_k}{\tau}$ dove $\tau_k = \max(X_m^2 - df_m, 0)$ e $\tau_j = \max(X_m^2 - df_m, X_b^2 - df_b, 0)$ $CFI = 1 - \frac{(X_m^2 - df_m)}{(X_b^2 - df_b)}$	0.951
$RMR = [2 \sum_i \sum_j \frac{(S_{ij} - \sigma_{ij})^2}{k(k+1)}]^{1/2}$	0.08
X^2 / df	3.377

Source: authors' elaboration

This allows, therefore, to confirm the hypotheses of the model.

Table 3: The results of the hypotheses tested

Hypotheses	Description of the hypotheses	Results
H1	Relational capital exerts a positive and direct influence on perceived performance	Supported
H2	Total quality management has a positive and direct influence on perceived performance	Supported
H3	Perceived quality of service exerts a positive and direct influence on perceived performance	Supported
H4	Perceived performance exerts a positive and direct influence on employee satisfaction	Supported

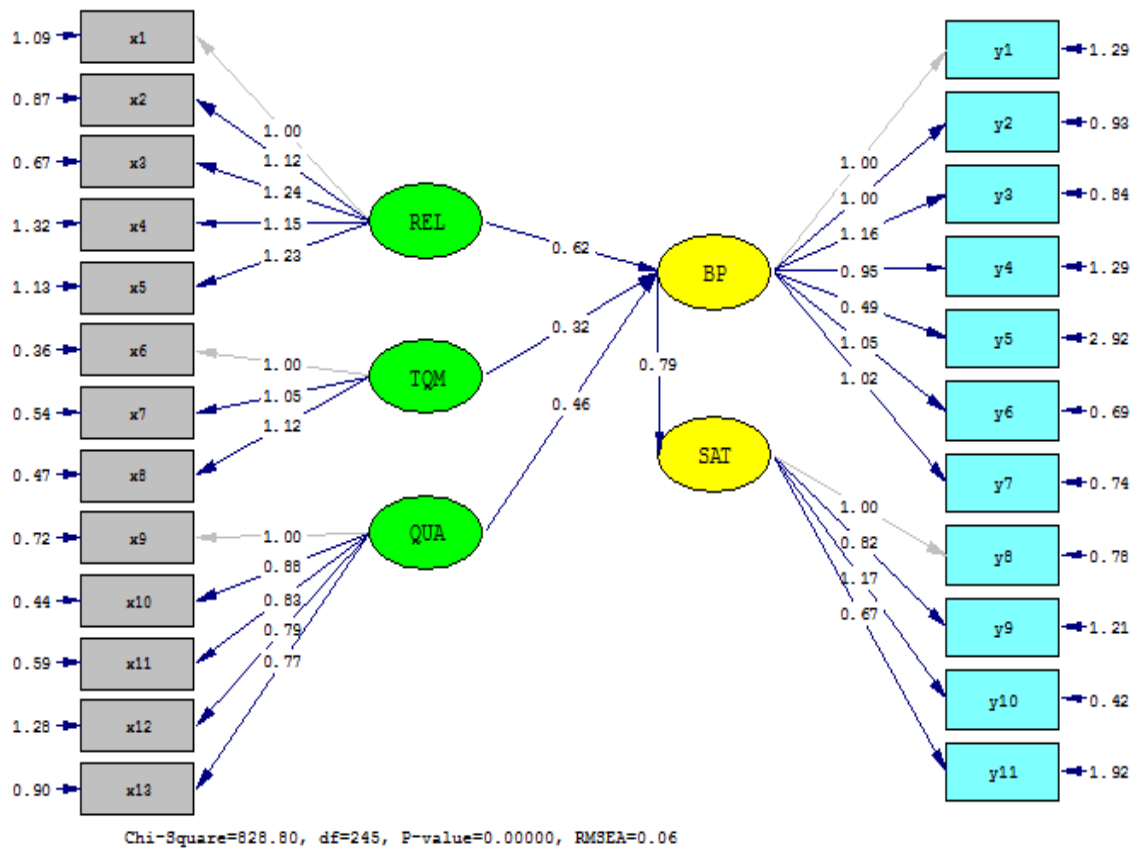
Source: authors' elaboration

The analysis, therefore, allows us to highlight how the relational capital (Walter et al., 2006; Beise-Zee and Rammer, 2006; Kalaignanam et Al., 2007; Bontis, 2002; Cañibano, Garcia-Ayuso and Sanchez, 2000), the total quality management (Demirbag et al., 2006; Talib

et al., 2010; Sachdeva et al., 2007) and the perceived quality of service (Cronin e Taylor, 1992; Taylor and Baker, 1994; Zeithaml, 1996; Boulding et al., 1993; Williams, 1994) are able to exert a positive influence on the perceived performance of healthcare companies and, ultimately, how these last are able to positively influence the satisfaction of company employees (Katou, 2008, Reichheld and Teal, 1996; Gruca and Rego, 2005).

Figure 3 also shows the intensity of the relationships between the variables included in the model, thus highlighting the determinants of employee satisfaction in healthcare, in accordance with the aims of the research:

Figure 3: Theoretical model tested



Source: authors' elaboration

6. Discussions

The results of the work allow adding important empirical evidence to the theoretical hypotheses formulated, aimed at highlighting the positive influence played by the perceived performance of health firms on the employees' satisfaction (Ittner and Larcker, 1998; Heskett et al. 1994; Reichheld and Teal, 1996; Gruca and Rego, 2005; Anderson and Sullivan, 1993; Loveman, 1998; Reichheld and Teal, 1996; Reichheld and Sasser, 1990).

The work, in fact, in an attempt to examine the factors capable of positively influencing employee satisfaction, first has intended to study and identify the determinants of the

performance perceived by employees, focusing attention on those factors that literature has deemed able to exercise both direct and indirect effects on performance and, secondly, has provided adequate empirical evidence about the existence of relationships between the variables considered.

In fact, as already pointed out above, several studies have highlighted how relational capital (Walter et al., 2006; Beise-Zee e Rammer, 2006; Kalaignanam et Al., 2007; Bontis, 2002; Cañibano, Garcia-Ayuso e Sanchez, 2000; Reed, Lubatkin e Srinivasun, 2006; Sanchez, Chaminade e Olea, 2000; Nelson e Winter, 1982; Teece 1986; Macneil, 1980), total quality management (Demirbag et al utilizzando, 2006; Talib et al.,2010; Talib, 2013; Gharakhani et al., 2013; Yusuf et al., 2007; Brun, 2010; Saizarbitoria, 2006; Dooyoung et al.,1998) and the perceived quality of service (Cronin e Taylor, 1992; Taylor e Baker, 1994; Zeithaml, 1996; Boulding et al, 1993; Williams and Calnan, 1991; Williams, 1994) are able to positively influence the performance perceived by employees and, ultimately, how the latter are able to act positively on employees' satisfaction.

The empirical survey carried out made it possible to provide adequate empirical evidence on the existence of the links hypothesized between the variables of the model, allowing to show the significant contribution offered by each variable of the model to the explanation of the satisfaction of employees of healthcare companies.

The hypothesis H1, aimed at highlighting the influence exerted by the relational capital on the performance perceived by the employees of the healthcare companies, places, therefore, an emphasis on the role played by relations in the definition of decisional policies, showing how greater cooperation and interaction between the various actors involved in the processes of value generation allow pursuing more satisfactory company and organizational results.

In fact, even part of the literature concerning the study of the dynamics of the National Health Service (NHS), has highlighted how within the NHS it is necessary to rethink and proceed with a re-reading of the relationships and relationships with the numerous actors in possession of relevant resources.

The health system, in fact, ends up representing, in the current economic scenario, an ideal place in which each actor not only has the opportunity to seek and acquire the needed resources, but also has the ability to sell the resources in his possession, putting into being a prolific exchange capable of generating value to benefit the entire health system.

In line with the considerations of previous studies (Vargo and Lusch, 2008; Prahalad and Ramanswamy, 2000) therefore, under a relational profile, each firm or organization can be considered as a resource, defined as operant, capable of activating relations of the many to many type, whose role, also due to changes in the global market, is increasingly subjected to continuous review processes, in terms of both competitiveness and of survival.

In other words, the improvement of relationships makes possible to determine a significant increase in the connections between the various organizations, allowing increasing, on the one hand, the exchange of information between social actors, making it more and more continuous and, on the other, to increase, in significant way, the sense of commitment and trust towards the generation of a common value.

In fact, the common finality plays an important role, since the relationships are activated only with the complete and rational alignment of the elements of the system (Luhmann, 1990), which are indistinctly oriented towards the pursuit of common goals, allowing to reach, in this way, to the realization of advantages and system effects.

Each actor, in order to facilitate the development of interactions, works and acts synergistically to create the right conditions of equilibrium and stability, suitable to represent the stimulus factors able to lead towards the activation of a virtuous circuit, potentially capable

of guaranteeing the self-generation of the system, through the development of adequate both internal and external information exchanges.

These considerations, therefore, lead towards a rereading of the functioning of the health system in the light of a systemic approach, in which the relationships between social actors play a central role, emphasizing the different role played by all the subjects and bodies that are, in various measures, involved in the delivery of healthcare services (Barile et al., 2014).

The results of the work, therefore, are shown in line with the theoretical arguments described above, providing, in this sense, further empirical evidence about the link between relational capital and the performance of health firms and highlighting, moreover, how the positive interaction between the individual actors of the health system represents an important stimulating factor for the development of effective and suitable health systems to ensure greater margins of competitiveness.

In line with the changes in the global market, the hypothesis H2 highlights the influence exerted by the TQM on the perceived performance of firms, emphasizing the role played by the cultural component in the definition of company policies.

The cultural component, in fact, suggests placing at the center of decision-making processes a new attitude towards employees capable of facilitating the diffusion, within the firm's organizational processes, of a different concept of performance quality.

Values able to represent adequate stimulus factors for the affirmation of this innovative way of conducting business processes lead, not only towards an increase in the responsibilities of employees, through the provision of working groups aimed at solving business problems and to guarantee an improvement in the quality of products and services, but also in the improvement of production processes, through the use of rigorous statistical control methods, and the increase and improvement of the role of firm supervision.

In fact, these aspects, by shifting the focus of managerial action on the needs of the various social actors, allow, through an improvement of the firm processes and an increase in the firm's competitiveness, a consequent increase in the satisfaction of the company employees themselves.

These considerations are in line with the arguments suggested by previous studies (Demirbag et al, 2006; Talib et al, 2010; Talib, 2013; Gharakhani et al., 2013; Yusuf et al., 2007; Sadikoglu and Zheir , 2010; Brun, 2010; Saizarbitoria, 2006; Dooyoung et al., 1998), aimed at highlighting the influence exerted by total quality management on the perceived performance of healthcare firms.

The quality of the business processes therefore arises as an important driver able to lead to the development of the various sectors of the firm, allowing increasing the possibility of measuring and evaluating the firm's performance.

The recent market scenarios, in fact, point towards a different concept of total quality, able to guarantee greater respect for customers, suppliers and employees, as subjects able, in various capacities, to participate in the processes of value creation.

The total quality, therefore, is seen as a tool capable of increasing, not only the satisfaction of the needs of social actors, but also of allowing the strengthening of the corporate image to the outside, thus improving the performance of firms.

The empirical analysis carried out has, moreover, allowed confirming also the hypothesis H3, according to which the perceived quality of the service influences the perceived performances of the employees.

In this regard, it should be pointed out that according to Strong et al. (2001) the perceived quality of the service derives from the comparison between what the social actors believe should be the service offered by the firm and their perception of the performances actually performed.

This consideration allows, therefore, putting the focus on the performances expected by social actors, highlighting how the latter are, in any case, influenced by the quality actually perceived.

The results of the work are therefore shown in line with what was suggested in the theory (Taylor and Baker, 1994; Zeithaml, 1996; Boulding et al., 1993; Demirbag et al., 2006; Talib et al., 2010), highlighting, in particular, how the perceived quality of the service is able to exert a direct and positive influence on the performance of healthcare firms and how, ultimately, the latter can positively influence the satisfaction of those who, as employees, operate within firms and public organizations (Anderson and Sullivan, 1993; Bernhardt et al., 2000; organ and Rego, 2006; Reichheld and Teal, 1996; Reichheld and Sasser, 1990).

Therefore, the above considerations allow us to highlight the close link that characterizes the satisfaction, expectations and performance perceived by the various social actors, showing coherence with the results of different studies (McKinney et al, 2002, pp. 298- 299; Chen, 2008, pp. 710-712; Oliver 1980), aimed at highlighting the influence exerted by firm performance on employee satisfaction.

Numerous scholars (Chiva and Alegre, 2009, pp. 328-329; Neville et al., 2005, pp. 1185-1186; Bauman and Skitka, 2012, pp. 66-69) have, in fact, hit the focus on the direct impact that the performances are able to exercise on the satisfaction of the social actors, above all with reference to the service delivery processes, highlighting how in the service sector, factors of various nature can be taken into consideration, modeling and delineating the modalities of execution of firm performances.

In this sense, Yang and Tang (2004, pp. 338-339) identified two particular sub-components of perceived corporate performance: instrumental and expressive performance, each with its own relevance and functionality, as well as Yu et al. (2013, pp. 349-350) proceeded to the identification of three possible levels of service performance (materials, structural and personal), giving particular emphasis to the importance of the results resulting from performance realization.

The results of the analysis are therefore in line with the changes taking place in the market scenarios, both national and international, allowing highlighting the new economic trends, oriented, rather than the mere pursuit of economic goals, towards the realization of value generation processes.

7. Theoretical implications

The work is a useful guide for scholars interested in issues related to the health sector, in order to have useful information to manage effectively and sustainably the organizations of the public sector.

In fact, from a theoretical point of view, the study contributes to the scientific debate, providing further and new results to support the consideration, according to which, obtaining adequate performances cannot be separated from an appropriate management of specific structural conditions.

These structural conditions, acting as useful levers to increase the quality of firm performance, determine a real change of perspective in scientific research concerning the management of public sector organizations, leading the latter towards an ever greater

consideration of relational and social aspects, capable of transforming the economic perspective of firms from a value perspective to be allocated to all the actors involved in the process of value generation.

The study, in fact, showing the positive impact of relational capital on the performance of local health firms, allows leading future research, in terms of management of public organizations, towards a greater study of the factors able to stimulate the improvement of relationships among the various actors involved in the management of both private and public firms.

Likewise, further empirical evidence regarding total quality management and perceived quality of service lead the focus of scientific research towards the consideration of factors more intimately related to performance quality.

This leads, therefore, to the need to focus future scientific efforts on the control of factors potentially capable of increasing the quality of business results.

Lastly, the considerations relating to the close link between the performance of firms and the satisfaction of employees could lead scholars to provide more empirical evidence regarding the variables, which more than others, are able to impact, in a decisive and effective way, on the involvement of employees in the choices regarding strategic planning.

8. Managerial implications

From a managerial point of view, the work can be considered instrumental to the assumption of decisions able to maximize the overall value that can be generated by firm performance.

More specifically, managers involved in the management of local health firms can take advantage of an instrument capable of providing greater awareness of the potential levers to be activated to achieve a significant improvement in performance.

In this regard, it is useful to underline the substantial benefit that managers would get from consulting a structured empirical analysis taking into account all the factors that the theory considers suitable to positively influence the performance of local Italian health firms.

This advantage is due to the opportunity offered by the work to show the performance achieved by a large sample of reference in order to make the result potentially predictable from the activation of certain levers available.

This means that health management, often conditioned by the limited resources available, will be able to choose which factors to influence in order to obtain the desired results, avoiding considering those that, regardless of what can be seen from the theoretical point of view, are not decisive in conditioning positively the business results.

The work, in fact, shows how the adoption of more collaborative strategies leads to greater involvement of social actors in the processes of generating value, improving the results of health organizations.

Likewise, greater attention to the perceived quality of service and total quality management allows health managers to capture aspects of otherwise neglected business processes.

As a result, this leads to higher levels of performance, leading to greater involvement of company employees, who end up feeling more and more an integral part of the company's mission.

These benefits are then automatically transferred to the individual sphere of the employees, who will be able to take advantage of the positive effects generated by a company management

more aware of the need to manage certain factors to increase the chances of achieving a widespread improvement in performance health.

9. Conclusions

The results of the work allow us to focus on a new and different concept of value. In fact, the latter, rather than presenting itself as something objective, is characterized by characters of subjectivity capable of finding adequate expression in the values possessed, in the external contingencies and in the changing conditions of the reference context.

In fact, the variability of environmental conditions requires organizations and companies to adapt to the changing conditions of the belonging contexts, so as to preserve the value that is able to characterize and distinguish the services offered.

This adaptation process, however, does not imply a disruption of one's way of thinking and acting, but rather an adaptation to the different concepts of supply, use and production of services.

In this way, the concept of value tends, therefore, to assert itself according to the subjective logic of each social actor, giving importance to the preferences and behavioral attitudes of the latter.

The choice of a value proposition takes place, therefore, through the activation of business processes, from which, then, further processes are triggered, defined as value co-creation (Ballantyned and Varey, 2006), able to guarantee the effective involvement of all the actors, for various reasons, interested.

The set of activities, thanks to which companies and organizations of the public sector offer goods and services are therefore only representative of a phase of the processes of value generation, which coincides, as already mentioned, with the proposition of an offer.

The subsequent completion of the processes takes place, therefore, only with the explication of a confirmation by the recipients of the offer, which no longer stand only as simple actors in the process, but as figures able to contribute, in a decisive manner, to the definition of the concept of value.

In fact, today's organizational methods follow a systemic logic, according to which different elements interact in a synergistic manner, through the performance of functions capable of allowing the pursuit of a common purpose (Antonelli and Parbonetti, 2002, pp. 48-49).

The systemic vision of the company had already been previously dealt by other scholars of business administration, including Pasquale Saraceno, who was among the first in Italy to become the promoter of the systemic theory applied to the exercise of the company, emphasizing the scheme of representation of the input-output model and the feedback mechanism to the operation of the company (Antonelli, 2018, p. 95)

The systemic approach to the organizational aspects is accomplished through the study of structural elements closely related to the ordering of tasks, responsibilities and behavioral modalities of the analyzed systems (Sciarelli, 2011).

In fact, the ability to change the strategies and behaviors in place, allows organizations to achieve an ever greater adaptation to the conditions of the context, thus increasing considerably their chances of survival.

Previously, in fact, the possibility of achieving positions of competitive advantage depended on the possession of resources able to guarantee the management of the routine, while

nowadays the resources necessary to increase the chances of survival are linked to the ability to innovate and manage innovation.

This makes essential to find, for all the social actors involved in the processes of value generation, resources able to allow the conservation of the value of the offer made, through the continuous adaptation to changing environmental conditions.

Therefore, the search for competitiveness is certainly favored by the speed with which each actor succeeds in incorporating the signals deriving from the other social actors, who, in turn, must also be able to perceive the changes and the signals received.

It is therefore evident that the ability to analyze the ongoing processes of change underway in the modern economy, capturing its effects and reporting capacity, allows companies and organizations to achieve better competitive positions, significantly increasing their probability of survival.

Therefore, each entity, firm, organization, in order to be able to lengthen its survival as much as possible, must begin to assume an orientation that is increasingly based on collaboration.

Therefore, the more we succeed in giving immediacy to the adaptation process, the more it becomes possible to achieve positions of advantage over the direct competitors, thanks to the possibility of anticipating the signals deriving from the market.

These considerations show, therefore, how any system is able to last in time only through the activation of a dense network of systemic relationships and interactions.

These interactions lead to the activation of the aforementioned process of adaptation, which, taking the form of a continuous and constant learning process capable of reorganizing and adapting the current state of knowledge to the new mental schemes, allows the decision-making process to be reached effectively and efficiently.

Therefore, the value proposition of each organization ends up presenting itself as an adaptive set of actions, aimed at getting an effective meeting between supply and demand.

These considerations are also reflected in the health context, within which each actor acts, in function of the pursuit of their objectives, in a functional and efficient way, contributing to the qualitative improvement of the entire system.

In fact, the tendency to adapt their decision-making strategies to the needs of the various social actors involved in the processes of generating value, leads to an improvement in the performance achieved.

The tendency towards evolution, change and innovation, therefore, determines, also in the health sector, an increase in the quality perceived by the various social actors and, among them, also by the employees, who end up playing an increasingly decisive role.

With this in mind, the National Health Service plays a highly responsible role in ensuring a constant and effective exchange of information and knowledge, capable of increasing the value co-created by all social actors and offering, in addition, suitable tools to favor a growing as productive control of company activities (Antonelli and D'Alessio, 2007).

In fact, the ability to effectively capture the sudden changes in the environment passes through the ability to control the individual operating activities, trying to act immediately on the levers able to improve company performance.

Therefore, the knowledge of the structure and context conditions becomes a fundamental element to improve company performance, making business operators, not only more ready and proactive, but also more satisfied and repaid.

References

- Anderson E. W., Sullivan M. W. (1993). “The antecedents and consequences of customer satisfaction for firms”, *Marketing science*, 12 (2): 125-143.
- Antonelli V. (2018). *Accumulazione ed eterodossia nell’economia aziendale classica. Pasquale Saraceno e i “fondamenti della disciplina”*. Milano: Rirea Historica
- Antonelli V., D'Alessio R. (2007). *Casi di controllo di gestione*. Wolters Kluwer Italia.
- Antonelli V., Parbonetti A. (2002). *I sistemi di governo nelle aziende minori calabresi*. Rubbettino Editore.
- Badaracco J. (1991). *The knowledge link: How firms compete through strategic alliances*. Harvard Business Press.
- Ballantyne D., Varey R. J. (2006). “Creating value-in-use through marketing interaction: the exchange logic of relating, communicating and knowing”, *Marketing theory*, 6 (3):335-348.
- Barile S., Saviano M., Iandolo F., Calabrese, M. (2014). “The viable systems approach and its contribution to the analysis of sustainable business behaviors”, *Systems Research and Behavioral Science*, 31 (6):683-695.
- Bastian V. A., Burns N. R., Nettelbeck T. (2005). “Emotional intelligence predicts life skills, but not as well as personality and cognitive abilities”, *Personality and individual differences*, 39 (6): 1135-1145.
- Bauman C. W., Skitka L. J. (2012). “Corporate social responsibility as a source of employee satisfaction”, *Research in Organizational Behavior*, 32: 63-86.
- Beise-Zee R., Rammer C. (2006). “Local user-producer interaction in innovation and export performance of firms”, *Small Business Economics*, 27 (2-3): 207-222.
- Bernhardt K. L., Donthu N., Kennett P.A. (2000). “A Longitudinal Analysis of Satisfaction and Profitability,” *Journal of Business Research*, Vol. 47:161–171
- Bloemer J., De Ruyter K. O., Wetzels M. (1999). “Linking perceived service quality and service loyalty: a multi-dimensional perspective”, *European Journal of Marketing*, 33 (11/12):1082-1106.
- Bolton R. N., Kannan P. K., Bramlett M. D. (2000). “Implications of loyalty program membership and service experiences for customer retention and value”, *Journal of the academy of marketing science*, 28 (1): 95-108.
- Bonner J. M., OC Walker J.R. (2004). "Selecting Influential Business-to- Business Customers in New Product Development: Relational Embeddedness and Knowledge Heterogeneity Considerations," *Journal of Product Innovation Management*, 21 (3):155-6.
- Bontis N. (2004). “National intellectual capital index: a United Nations initiative for the Arab region”, *Journal of Intellectual Capital*, 5 (1):13-39.
- Boulding W., Kalra A., Staelin R., Zeithaml V. A. (1993). “A dynamic process model of service quality: from expectations to behavioral intentions”, *Journal of marketing research*, 30 (1): 7-27.
- Brun A. (2010). “Critical success factors of six sigma implementation in Italian companies”, *International Journal of Production Economics*, 131: 1-7.
- Cañibano L., García-Ayuso M., Sánchez M. P. (2000). “Shortcomings in the measurement of innovation: Implications for accounting standard setting”, *Journal of Management and Governance*, 4 (4):319-342.
- Caruana A. (2002). “Service loyalty: The effects of service quality and the mediating role of customer satisfaction”, *European journal of marketing*, 36 (7/8): 811-828.

- Chen C. F. (2008). "Investigating structural relationships between service quality, perceived value, satisfaction, and behavioral intentions for air passengers: Evidence from Taiwan", *Transportation Research Part A: Policy and Practice*, 42 (4):709-717.
- Chiva R., Alegre J. (2009). "Organizational learning capability and job satisfaction: An empirical assessment in the ceramic tile industry", *British Journal of Management*, 20 (3):323-340.
- Churchill Jr G. A. (1979). A paradigm for developing better measures of marketing constructs. *Journal of marketing research*, 16 (1): 64-73.
- Cool B., Keiningham T. L., Aksoy L., Hsu M. (2007). "A longitudinal analysis of customer satisfaction and share of wallet: Investigating the moderating effect of customer characteristics", *Journal of marketing*, 71 (1), 67-83.
- Cronin Jr J. J., Taylor S. A. (1992). "Measuring service quality: a reexamination and extension", *The journal of marketing*, 56 (3): 55-68.
- Defrère D., Hinz P. M., Mennesson B., Hoffmann W. F., Millan-Gabet R., Skemer A. J., Grenz P. (2016). "Nulling data reduction and on-sky performance of the Large Binocular Telescope Interferometer", *The Astrophysical Journal*, 824 (2): 66-83.
- Demirbag M., Tatoglu E., Tekinkus M., Zaim S. (2006). "An analysis of the relationship between TQM implementation and organizational performance: evidence from Turkish SMEs", *Journal of manufacturing technology management*, 17 (6):829-847.
- Dooyoung S., Kalinowski J.G., El-Enein G. (1998). "Critical implementation issues in total quality management", *SAM Advanced Management Journal* 63 (1):10-14.
- Dyer J. H., Singh H. (1998). "The relational view: Cooperative strategy and sources of interorganizational competitive advantage", *Academy of management review*, 23 (4):660-679.
- Fitzpatrick R., Hopkins A. (1983) "A problem in the conceptual framework of patient satisfaction research: an empirical exploration", *Sociol Health Illness*; 5 (3):297-311.
- Fornell C. (1992). "A national customer satisfaction barometer: The Swedish experience", *The Journal of Marketing*, 56 (1): 6-21.
- Fornell C., Mithas S., Morgeson III, F. V., Krishnan M. S. (2006). "Customer satisfaction and stock prices: High returns, low risk", *Journal of marketing*, 70 (1): 3-14.
- Gharakhani D., Rahmati H., Farrokhi M. R., Farahmandian A. (2013). "Total quality management and organizational performance", *American Journal of Industrial Engineering*, 1 (3):46-50.
- Grönroos C. (1983). *Strategic Management and Marketing in the Service Sector*. Helsingfors: Swedish School of Economics and Business Administration
- Gruca T. S., Rego L. L. (2005). "Customer satisfaction, cash flow, and shareholder value", *Journal of marketing*, 69 (3): 115-130.
- Gulati R. (1995). "Social structure and alliance formation patterns: A longitudinal analysis", *Administrative science quarterly*, 40 (4): 619-652.
- Hair Jr J. F., Anderson, R. E., Tatham R. L., William C. Black W.C. (1995). *Multivariate data analysis with readings*. New Jersey: Prentice Hall.
- Heskett J.L., Jones T.O., Loveman G.W., Sasser W.E. Jr., Schlesinger, L.A. (1994), "Putting the service profit chain to work", *Harvard Business Review*, March-April, pp. 105-11.
- Homburg C., Koschate N., Hoyer W. D. (2005). "Do satisfied customers really pay more? A study of the relationship between customer satisfaction and willingness to pay", *Journal of Marketing*, 69 (2): 84-96.
- Hu L. T., Bentler P. M. (1998). "Fit indices in covariance structure modeling: Sensitivity to under parameterized model misspecification", *Psychological methods*, 3 (4): 424-453.

- Hunt-Shanks T., Blanchard C., Reid R., Fortier M., Cappelli, M. (2010). “A psychometric evaluation of the Hospital Anxiety and Depression Scale in cardiac patients: addressing factor structure and gender invariance”, *British journal of health psychology*, 15 (1):97-114.
- Inkpen A. C., Birkenshaw J. (1994). “International joint ventures and performance: An interorganizational perspective”, *International Business Review*, 3 (3):201-217.
- Ittner C. D., Larcker D. F. (1998). “Are nonfinancial measures leading indicators of financial performance? An analysis of customer satisfaction”, *Journal of accounting research*, 36:1-35.
- Jolliffe I. (2002). *Principal component analysis*. John Wiley & Sons, Ltd.
- Kalaignanam K., Shankar V., Varadarajan R. (2007). “Asymmetric new product development alliances: Win-win or win-lose partnerships?”, *Management Science*, 53 (3): 357-374.
- Katou A. A. (2008). “Measuring the impact of HRM on organizational performance”, *Journal of Industrial Engineering and Management*, 1 (2):119-142.
- Keiningham T. L., Perkins-Munn T., Evans, H. (2003). “The impact of customer satisfaction on share-of-wallet in a business-to-business environment”, *Journal of Service Research*, 6 (1):37-50.
- Kunst P., Lemmink J. (2000). “Quality management and business performance in hospitals: a search for success parameters”, *Total Quality Management*, 11 (8):1123-1133.
- Lakhal L., Pasin F., Limam, M. (2006). “Quality management practices and their impact on performance”, *International Journal of Quality & Reliability Management*, 23 (6):625-646.
- Li S., Ragu-Nathan B., Ragu-Nathan T. S., Rao S. S. (2006). “The impact of supply chain management practices on competitive advantage and organizational performance”, *Omega*, 34 (2): 107-124.
- Loveman G. W. (1998). “Employee satisfaction, customer loyalty, and financial performance: an empirical examination of the service profit chain in retail banking”, *Journal of Service Research*, 1 (1):18-31.
- Luhmann N. (1990). *Essays on self-reference*. Columbia University Press.
- Macneil I. R. (1980). *The New Social Contract*. New Haven, CT: Yale Univ. Press
- Madhok A. (1995). “Opportunism and trust in joint venture relationships: An exploratory study and a model”, *Scandinavian Journal of Management*, 11 (1): 57-74.
- Markman G. D., Baron R. A. (2003). “Person–entrepreneurship fit: why some people are more successful as entrepreneurs than others”, *Human resource management review*, 13 (2):281-301.
- McKinney V., Yoon K., Zahedi F. M. (2002). “The measurement of web-customer satisfaction: An expectation and disconfirmation approach”, *Information systems research*, 13 (3):296-315.
- Mohr J., Spekman R. (1994). “Characteristics of partnership success: partnership attributes, communication behavior, and conflict resolution techniques”, *Strategic management journal*, 15 (2): 135-152.
- Morgan N. A., Rego L. L. (2006). “The value of different customer satisfaction and loyalty metrics in predicting business performance”, *Marketing Science*, 25 (5):426-439.
- Morrow P. C. (1997). “The measurement of TQM principles and work-related outcomes”, *Journal of Organizational Behavior*, 18: 363-376.
- Murphy J.A. (1996), “Retail banking”, in Buttle, F. (Ed.), *Relationship Marketing, Theory and Practice*, Paul Chapman, London, pp. 74-90.
- Nelson R. R., Winter, S. G. (1982). “The Schumpeterian tradeoff revisited. *The American Economic Review*, 72 (1):114-132.

- Netemeyer R., Bentler P., Bagozzi R., Cudeck R., Cote J., Lehmann D., Ambler T. (2001). "Structural equations modeling", *Journal of Consumer Psychology*, 10 (1-2):83-100.
- Neville B. A., Bell S. J., Mengüç, B. (2005). "Corporate reputation, stakeholders and the social performance-financial performance relationship", *European Journal of Marketing*, 39 (9/10):1184-1198.
- Oliver R. L. (1980). "A cognitive model of the antecedents and consequences of satisfaction decisions", *Journal of marketing research*, 17 (4):460-469.
- Parasuraman A., Zeithaml V. A., Berry L. L. (1985). "A conceptual model of service quality and its implications for future research", *The Journal of Marketing*, 49 (4):41-50.
- Pett M. A., Lackey N. R., Sullivan J. J. (2003). *Making sense of factor analysis: The use of factor analysis for instrument development in health care research*. Sage.
- Prahalad C. K., Ramaswamy V. (2000). "Co-opting customer competence", *Harvard business review*, 78 (1):79-90.
- Reed K. K., Lubatkin M., Srinivasan N. (2006). "Proposing and testing an intellectual capital-based view of the firm", *Journal of management studies*, 43 (4):867-893.
- Reichheld F.F., Sasser W.E. (1990). "Zero defections: quality comes to services", *Harvard Business Review*, 68 (5):105-11.
- Reichheld F.F., Teal T. (1996). *The loyalty effect: the hidden force behind growth, profits and lasting value*. Boston MA: Harvard Business School Press.
- Rust R. T., Oliver R. L. (1993). *Service quality: New directions in theory and practice*. Sage Publications.
- Sachdeva A., Bhardwaj A., Sharma S.V. (2007). "Impact of ISO 9000 Certification on Performance of SMEs: A Study of Indian Industry", *International Journal of Management Practice*, 2 (3):226-239.
- Sadikoglu E., Zehir C. (2010). "Investigating the effect of innovation and employee performance on relationship between TQM practices and firm performance": An 174 empirical study of Turkish firms", *International Journal of Production Economics*, 127:13-26.
- Saizarbitoria H. (2006). "How quality management models influence company results—conclusions of an empirical study based on the Delphi method", *Total Quality Management & Business Excellence*, 17 (6):775-794.
- Sanchez P., Chaminade C., Olea, M. (2000). "Management of intangibles—an attempt to build a theory", *Journal of intellectual capital*, 1 (4):312-327.
- Sciarelli S. (2011). "Il governo dell'impresa in una società complessa: la ricerca di un equilibrio tra economia ed etica", *Sinergie rivista di studi e ricerche*, (61-62).
- Seiders K., Voss G. B., Grewal D., Godfrey, A. L. (2005). "Do satisfied customers buy more? Examining moderating influences in a retailing context", *Journal of marketing*, 69 (4):26-43.
- Smith A.M. (1992), "The consumers' evaluation of service quality: some methodological issues", in Whitelock, J. (Ed.), *Proceedings of the 1992 Annual Conference*, MEG, University of Salford, Marketing in the New Europe and Beyond, pp. 633-48.
- Strong K. C., Ringer R. C., Taylor S. A. (2001). "The rules of stakeholder satisfaction (* Timeliness, honesty, empathy)", *Journal of Business Ethics*, 32 (3):219-230.
- Swierczek F. W., Ha T. T. (2003). "Entrepreneurial orientation, uncertainty avoidance and firm performance: an analysis of Thai and Vietnamese SMEs", *The International Journal of Entrepreneurship and Innovation*, 4 (1):46-58.
- Tabachnick B.G., Fidell L.S. (2007). *Using Multivariate Statistics (5th ed.)*. New York: Allyn and Bacon.

- Talha M. (2004). “Total quality management (TQM): an overview”, *The bottom line*, 17 (1):15-19.
- Talib F. (2013). “An overview of total quality management: understanding the fundamentals in service organization”, *Browser Download This Paper*
- Talib F., Rahman Z., Qureshi M. N. (2010). “The relationship between total quality management and quality performance in the service industry: a theoretical model”, *International Journal of Business and Social Sciences*, 1 (1): 113-128.
- Taylor S. A., Baker T. L. (1994). “An assessment of the relationship between service quality and customer satisfaction in the formation of consumers' purchase intentions”, *Journal of retailing*, 70 (2):163-178.
- Teece D. J. (1986). “Profiting from technological guideposts and innovation: Implications for integration, collaboration, licensing and public policy”, *Research Policy*, 15 (6): 285-305.
- Vargo S. L., Lusch R. F. (2008). “Service-dominant logic: continuing the evolution”, *Journal of the Academy of marketing Science*, 36 (1):1-10.
- Walter A., Auer M., Ritter T. (2006). “The impact of network capabilities and entrepreneurial orientation on university spin-off performance”, *Journal of business venturing*, 21 (4):541-567.
- Williams B. (1994). “Patient satisfaction: a valid concept?”, *Social science & medicine*, 38 (4):509-516.
- Williams S.J., Calnan M. (1991), "Convergence and Divergence: Assessing Criteria of Consumer Satisfaction Across General Practice, Dental and Hospital Practice Settings", *Social Science and Medicine*, 33 (6):707-16.
- Yang H. L., Tang J. H. (2004). “Team structure and team performance in IS development: a social network perspective”, *Information & management*, 41 (3): 335-349.
- Yu W., Jacobs M. A., Salisbury W. D., Enns H. (2013). “The effects of supply chain integration on customer satisfaction and financial performance: An organizational learning perspective”, *International Journal of Production Economics*, 146 (1):346-358.
- Yusuf Y., Gunasekaran A., Dan G. (2007). “Implementation of TQM in China and organisation performance: an empirical investigation”, *Total quality management*, 18 (5):509-530.
- Zeithaml V. (1996). *Services Marketing*. New York: McGraw-Hill Companies Inc.
- Zollo M., Reuer J. J., Singh H. (2002). “Interorganizational routines and performance in strategic alliances”, *Organization Science*, 13 (6): 701-713.

