

## **Examining the Effect Rate of Offers System on State and Foreign Consumer's Satisfaction (Case Study: A Trading Company)**

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### **Abstract**

The most known device to achieve participation is the offers system which is an important factor in changing work conditions, creating field appropriate for personnel participation, creating dynamism and improving process and quality of the products or services. In this article, it was attempted to execute offers system in a great trading company with several branches in different ports of Iran where there are loading, warehousing, goods release and other services to deal with the effect of offers system on state and foreign consumer's satisfaction. In this study, the consumer's satisfaction was measured by Servqual model before and after offers system execution. Having executed the offers system, the consumers (State and foreign) satisfaction increased and it was clear that the foreign (Main) satisfaction increased more than the state (Personnel) consumers' indicating offers system influences the former more than the latter.

**Keywords:** Consumers satisfaction, offers system.

### **Introduction**

The consumers define an expectation limit to gain benefit and do according to it. Being or not being in the expectation limit influences the satisfaction and probability to rebuying (Katler, 2012). Nowadays, marketing does not focus on producing possibilities but on basis to meet consumer satisfaction, with more competitions and increasing consumers' demands an organization should achieve high level of consumer satisfaction to survive (Majidinia, 2010); of course, it should be noted that this should not lead to consider differently state and foreign consumers.

### ***Consumer's satisfaction***

Consumer satisfaction means to be pleased or displeased due to comparison with consumer expectations. Consumer satisfaction is a degree of a company's real operation meeting consumer expectations. If the quality understood by the consumer may meet his (her) expectations, he (she) feels more satisfaction and probably rebuy (Divandari and Delkhah, 2005). Satisfaction with a service may be defined by comparing one's expectations from services or his (her) conception about the service. If the service is beyond consumer expectation, the service is considered as pleasurable and extraordinary. When the consumer expectations are in conformity with the services, they are satisfactory (Fitz Simons, 2003). The studies indicate although the consumers are unsatisfied with one of four of their purchases less than 5 percent of consumers are unsatisfied and state complaint (Katler, 2012).

Goods and service quality may lead to consumer's satisfaction and outcomes due to the satisfaction. As Figure 1 indicates the consumers satisfaction creates many advantages for the company. It is more useful to keep good consumers in long – term than absorbing new ones to replace someone's who have discontinued relation with the company. High consumers satisfaction is a type of insurance against probable company's mistakes unavoidable due to environmental changes related to produce products and services on time. Permanent consumers have more tolerance when faced such situations because of previous good experiences. So, it is not surprising that the consumer's satisfaction is the most important organizations' and companies' duty (Venus et al., 2001).



### Participation

People's participation has a long history in different fields to solve different human's problems through participation and collective consultation and it is no exaggeration to say that it is as old as human creation. However, the personnel work in different factories, companies and organizations is a new issue to be executed necessarily in communities (Elahi, 2011).

#### *Participation advantages in view of Kit Davis*

Participation leads to better decisions, encourages personnel's innovation and creativity, respects human and social position, enhances common and mutual personnel's interests, encourages and motivates them to accept responsibility, improves their spirit and group work and makes them ready to accept the changes necessary in their system to prevent related problems (Elahi, 2001).

#### *Definition of participation and cooperative management*

Participation means to flow powers from a level to other ones in a way that it leads to increase mean power of the organization; in other words, in a primary analysis participation indicates the viewpoints acceptance or invitation to present them and transfer the valuable views from margin to the main field (Taslimi, Organizational Change Management, 1997). Cooperative management indicates, 'Creating a space and system by which all personnel, clients and contractors of the organization cooperate with the management in making decisions and solving problems'. The main emphasis of such management is on personnel's, clients' and contractors' participation voluntarily to benefit from their ideas, offers, creativity and specialties in solving organization's problems and improve continuously the organizational activities (Zeraatpisheh, 2011).

#### *Participation management styles*

Generally, it is possible to divide participation in five groups:

*Downward participation:* In fact this type of participation describes the manager dealing with personnel work namely manager interferes in the personnel's work.

*Upward participation:* This type of participation describes the extent and size of personnel's participation with the managers in the works which are a part of direct managers' responsibility.

*Lateral participation:* Such participation indicates people consult to decide in a vast field of the organization; the field may include structural or procedural activities. Such participation exists neither officially nor unofficially.

*Organizational participation:* Such participation is between vaster sections, departments and duties of organization.

*Individual participation:* Such participation indicates one benefits from his (her) mental and physical potentials (Such as power, creativity, concentration and thought) to work (Mohammadzadeh, 1994).

#### *Types of personnel's participation*

Some types of personnel's participation in organizational affairs: Quality Control Circles (Q.C.C), Autonomous Work Groups (A.W.G), Total Quality Management(T.Q.M), Co-Ownership,

Management by Objectives (M.B.O), Industrial Democracy, Middle Management Councils, Co-Determination, Sale Sharing, Research sharing, Training Partnership and Suggestion System; they become more varied daily. As people interact with each other in new organizations they increase their field and their bosses', too (Laurie, 1989). By virtue of great extent of many personnel's participation here it is attempted to deal with Suggestion System because organizational goals achievement with personnel's utility, growth and promotion are of important features of Suggestion System. We should Suggestion System as the field to form the elite education and most effective way to solve the organizational problems.

### Suggestion System Definition

The most known device to gain participation is the Suggestion System or the plan to mobilize thoughts which is an important factor to change work conditions and create field appropriate for personnel participation that is the origin to create essential reforms in organizations and offices, creates dynamism and improves the product process and quality and services.

Suggestion System is one of the most effective methods to absorb personnel's participation in organizational affairs to create institutional changes in personnel's and managers' views regarding organizations and its goals in a way that all organization members are encouraged to become active and effective. Suggestion system enhances thought power, creativity and innovations which are results from their personal intelligence and talent and plays an important role in organizational growth and promotes personnel's culture and position; of course, award factor has been mentioned as an effective factor in this regard (Skinner, 1994).

Suggestion system has been created in Iran one hundred years ago and originated from Japan. The system has been used officially in Japanese companies since 1950s and then was accepted and used by other countries. This system was used in U.S.A. mostly for more profits after Second World War.

It began vastly in Iran since 1987 after the Iran Industries Development and Innovation Organization had visited Japan supported by Ministry of Heavy Industries (Mosheim, 2006).

### Materials and Methods

**Table 1: Findings from assessing the responses to the questionnaires before suggestion system execution**

The average difference of quality score of staff Than ideal (number 9)	The desired quality mean score employees to later	The average difference of the quality Customers The ideal (Number 9)	Customers Quality mean score After the desired	After a number of quality
-1/2369	7/7631	-1/8857	7/1143	1
-1/1218	7/8782	-1/599	7/401	2
-1/6487	7/5313	-1/8997	7/1003	3
-1/3754	7/6246	-1/5652	7/4348	4
-1/704	7/0296	-2/7786	6/2214	5
-1/38136	7/61864	-1/94564	7/05436	Medium

The present study is applied and descriptive. Related data were collected by standard Servqual 22 components questionnaire. The population includes main consumers of the company

(Foreign) and its personnel (State consumers). Considering the consumers population is unlimited ( $q=0.05$ ,  $p=0.05$ ,  $\varepsilon=0.50$ ,  $z=1.96$ ,  $\alpha =0.05$ ) and benefiting from sampling methods (NC) the consumers became 385 ones. On the other hand, considering the company personnel universe limitation ( $N=1491$ ,  $q=0.5$ ,  $p=0.5$ ,  $\varepsilon=0.50$ ,  $z=1.96$ ,  $\alpha =0.05$ ) and benefiting from sample amount definition the (NC) sample with 305 ones were defined. 320 questionnaires were given to the personnel and 400 ones to the consumers; finally 389 and 315 ones were returned by consumers and personnel, respectively. It should be noted that the questionnaires were distributed two times: one time before executing suggestion system and another time five months after the execution in order to compare the results before and after the system execution (tables 1 and 2).

**Table 2: Findings from assessing the responses to the questionnaires after suggestion system execution**

The average difference of quality score of staff Than ideal (number 9)	The desired quality mean score employees to later	The average difference of the quality Customers The ideal (Number 9)	Customers Quality mean score After the desired	After a number of quality
-1/1859	7/8141	-1/4877	7/5123	1
-0/988	8/012	-1/105	7/895	2
-1/0698	7/9302	-1/188	7/812	3
-1/168	7/832	-1/9852	7/0148	4
-1/457	7/543	-2/6786	6/3214	5
-1/17374	7/82626	-1/6889	7/3311	Medium

### Conclusion

In this study, the consumer satisfaction was measured by Serquel model before and after the suggestion system execution. The findings indicate firstly that the Serquel model's five dimension mean increased after the suggestion system execution. Therefore, it can be concluded that the consumers (state and foreign) satisfaction has increased; secondly, the consumers' quality score mean increased more than the personnel's and also the foreign consumers' satisfaction increased more than the state ones indicating the more effect of suggestion system on the group perhaps due to some factors such as considering seriously the role of foreign consumers in company's decisions, increasing credit feeling among foreign consumers by taking into consideration their views and also monetary motives.

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