



ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB), TOTAL QUALITY MANAGEMENT (TQM) AND CUSTOMER SATISFACTION, CASE STUDY: IRANIAN'S SMES

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ABSTRACT

The successful performing of the TQM requests a basic change in an organizational culture. Whereas organizational culture has direct and indirect effects on the complexion of the workers' characteristics, OCB may embrace the organizational culture. The aim of this study is to investigate the relationship among organizational citizenship behavior, total quality management and customer satisfaction. The sample was collected from 150 managers of Iranians' SME's. The survey results are analysis by the structural equation modeling method and also research examined the framework by using Lisrel software. The results of the study revealed that proactive personnel in Iranian's SMEs have strong tender to reinforce the feasibility of successful accomplishment of TQM, customer satisfaction has a significant relation with TQM elements. Interestingly, all TQM factors beside the relation of customer satisfaction and OCB were mediating the hypothesized research model.

Keywords: Customer Satisfaction, Iranian's SMEs, Organizational Citizenship Behavior, Total Quality Management,