



Determination of Contact Level between Top Management Sub-Departments at Furniture Enterprises

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Abstract

Efficient management is the most important component to reach enterprises' aims productively. One of the important sources which are used at enterprises is work force. The enterprises split up to departments for better managing work force, material, and machines. By means of the conjugate efficient communication with these departments, it will be easy to follow works planned and complete timely. Besides, right decisions are made and the enterprises are managed efficiently after it is going well communication between top managements and sub-departments.

In this study, it has been researched that is mutual interaction among 302 numbers furniture top managements and sub-departments. These enterprises take place at 24 numbers industry regions (Bursa, İstanbul, Kayseri, etc.). The data was evaluated by using SPSS program. According to work items of the enterprise, it was calculated that were differences and percental distributions between top managements and sub-departments. It was determined that the top managements were mostly involved in an interaction with purchasing department. Also, it was determined that the purchasing department has communication with approximately 75,5% of sofa set producing enterprises and 76% of bed set, dining room set, and kitchen furniture producing enterprises were respectively high and very high.

Key Words: Management, Furniture, Communication, Enterprise Departments

Mobilya İşletmelerinde Üst Yönetim ile Alt Bölümler Arasındaki İlişki Düzeyinin Belirlenmesi

Özet

İşletmelerin verimli bir şekilde hedeflerine ulaşmalarında en önemli unsur etkili yönetimdir. Yönetimin işletme içerisinde kullandığı önemli kaynaklardan bir tanesi de işgücüdür. İşletmeler işgücünün malzemenin ve makinelerin daha iyi yönetilmesi için bölümlere ayrılmışlardır. Bu bölümler ile karşılıklı etkili iletişim planlanan işlerin takip edilmesi ve zamanında tamamlanmasını kolaylaşmaktadır. Ayrıca, üst yönetimler ile bölümler arasında iletişimin iyi olması uygun kararların alınmasına ve işletmenin etkili yönetilmesine de katkı sağlamaktadır.

Bu çalışmada ülkemizde mobilya işletmelerinin yoğun olduğu (Bursa, İstanbul, Kayseri, Ankara vb.) 24 organize sanayi bölgesinde yer alan 302 adet mobilya işletmesinin üst yönetimi ile bölümler arasındaki karşılıklı etkileşim araştırılmıştır. Veriler SPSS programında değerlendirilmiştir. İşletme çalışma konularına göre üst yönetim ile alt bölümler arasında farklılıklar ve yüzdesel dağılımlar hesaplanmıştır. Üst yönetimlerin en çok satın alma bölümü ile etkileşim içinde oldukları tespit edilmiştir. Oturma grubu üreten işletmelerin yaklaşık %75,5'nin, yatak, yemek, mutfak mobilyası üretimi yapan işletmelerin yaklaşık %76'sında satın alma bölümüyle iletişimin yüksek ve çok yüksek olduğu belirlenmiştir.

Anahtar Kelimeler: Yönetim, Mobilya, İletişim, İşletme Bölümleri

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Note: This article was presented at International Furniture Congress

Introduction

Communication contains interrelation and interaction between individual and individual; individual and group; individual and society; group and group; group and society; society and society (Aşkun, 1982; Paksoy, 2001). The communication in the sense of manager may realize information interchange of organization internal and external for realizing targets of the organization and providing how the organization works (Türkmen, 2000). It is possible with the communication for increasing productivity, managing an organization, making easy management of affairs. When the manager coordinates an organization, large part of the time passes with the communication (Geçikli, 2004; Gökçe, 2007).

It has to be needed that there is an efficient communication ability in terms of decision time of management to provide accurate, safe, clear and straight information in time (Akıncı, 1998). The communication is one of the necessary basic factors to managers make accurate and healthy decisions on organizations (Berberoğlu, 1990). The communication provides an infrastructure, which parties understand correctly within agreement by mutual, to make accurate, safe, and real decisions about organizational and administrative activities (Berberoğlu, 1997; Ergun, 2004). Subworkers not top management have truest and safest knowledge during the management process (Acuner and Şebnem, 2001; Pekmezci et al. 2008).

Satisfaction of workers is so important with regard to increase productivity. If satisfaction of sub workers increases, satisfaction of top manager and all workers in enterprise will be increase. Firstly, one of the most important subjects for enterprises is happiness of the workers.

The management is sum of business and efforts, and provides cooperation among the workers on organization (Vural and Bat, 2015). The top management takes necessary responsibility to make away with incoordination among the workers because of the cultural diversity, and to prevent conflicts and disagreements (Kuğuoğlu, 1998). The communication among the top management, sub management and departments will reduce effect of these disagreements, conflicts and informal organization structure at the enterprises (Paksoy, 2001; Bakan and Büyükbeşe, 2004). On the other hand, it is also important as far as service of enterprise outside that the workers inside enterprises have efficient communication and good service by themselves (Harris, 1996).

An achieved management and organization system equipollence with an efficient communication system. Contribution of the management is great to provide job motivation and a safe work environment, to increase productivity (Pekmezci, et al. 2008). Communication among the workers have to be good each other for managing enterprises successfully. Top management, sub management or departments respect each other and care emotion and ideas. It is possible that efficient communication reaches to accurate knowledge in time.

Furniture, which gains a place in every fields of daily life, is one of the most effective product in human life because it is used and needed by whole human, provides the welfare of the individuals and society, serves the social and cultural requirements for life and influences the living quality of people directly (Serin, et al. 2014). Furniture industry is a part of secondary manufacturing that is one of the six subsectors of forestry. The characteristics of this secondary manufacturing type are private ownership, production purpose, design and manufacture activities. These manufacturers usually use sawn timber and panel products as raw material and its outputs are household and office furniture (Durgun, et al. 2015).

In this study, it was researched that the communication among the top management and departments at furniture enterprises in 24 organized industrial zones (İnegöl, Kayseri, Ankara, İstanbul, etc.), where the furniture enterprises are commonly, was researched by survey.

Materials and Method

Furniture enterprises in organized industry zones were chosen as material. Survey was prepared to determine communications among the top management and departments. 302 number surveys were filled by the eager managers with face to face method but 295 of them were chosen for assessment. The most of surveys were filled Bursa (%22,4), Ankara (%21,4), İstanbul (%19,3) and Kayseri (%10,8) where the furniture industry is commonly. The surveys in these 4 cities approximately made up 74% of all surveys. The surveys were applied in 24 cities.

The surveys were evaluated by SPSS programme. The survey which used in this research had 57 questions. 5-point Likert scale was used for surveys. Reliability analysis was made for validity of these surveys and α was found as 0,9119. Frequency tables were formed and low frequency question options were combined. Frequency distribution was given according to 2 different criteria as enterprises: scale size (1-9, 10-49, 50- 99, 100 and more) and production subject (miscellaneous furniture, sitting group-sofa-hide a bed, bed-dining-kitchen furniture, office-hotel-modular furniture-furniture decoration, teen and kid's room, joinery-door-profile-chair-table production).

Results

As a result of evaluating the data according to production subject, 36,3% of the survey is miscellaneous furniture, bed-dining-kitchen furniture (19%); according to number of worker, 63,7% of the survey was filled the enterprise that has 10-49 person workers (Table 1).

Table 1. Distribution of the enterprises that the survey was applied

Production Subject		%	Number of Worker	%
Production Subject	Miscellaneous Furniture	36,3	1-9 Person	17,3
	Sitting Group-Sofa-Hide a Bed	17,9	10-49 Person	63,7
	Bed-Dining-Kitchen Furniture	19,0	50-99 Person	13,7
	Office-Hotel-Modular Furniture-Furniture Decoration	13,2	100 - + Person	5,3
	Teen and Kid's Room	6,1		
	Joinery-Door-Profile-Chair-Table Production	7,5		
	Total	100	Total	100

As shown at Table 2; according to product subject, accessibility degree is high (46,4) at bed-dining-kitchen furniture enterprises. Also, according to scale size; 45,2% of the enterprises (50-99 person) is high and 35,8% of them is very high. 24,4% of interaction of the top management is very high, 39,7% of them is high, 33,9% of them is normal, and 2% of them is low at all enterprises in this research.

Table 2. Accessibility degrees to the top management

		Low %	Normal %	High %	Very High %	Total %
Production Subject	Miscellaneous Furniture	1,9	43,0	41,1	14,0	
	Sitting Group-Sofa-Hide a Bed	1,9	20,7	43,4	34,0	
	Bed-Dining-Kitchen Furniture	1,8	26,8	46,4	25,0	
	Office-Hotel-Modular Furniture-Furniture Decoration	2,6	33,3	35,9	28,2	100
	Teen and Kid's Room	5,6	38,8	27,8	27,8	
	Joinery-Door-Profile-Chair-Table Production		36,4	22,7	40,9	
Scale Size	1-9 Person	2,9	27,2	38,7	31,2	
	10-49 Person	1,7	40,0	38,5	19,8	
	50-99 Person	2,9	16,0	45,2	35,8	100
	100 - + Person		28,3	43,4	28,3	
	Total within	2,0	33,9	39,7	24,4	

According to interaction between top management and department of design about production subject (Table 3); sitting group-sofa-hide a bed has very high rate (41,5%), teen and kid's room has high rate (66,7%). On the other hand, according to scale size, interaction between top management and department of design 51,8% of the enterprises (50-99 person) is very high.

Table 3. Interaction between the top management and department of design

		Low %	Normal %	High %	Very High %	Total %
Production Subject	Miscellaneous Furniture	4,7	26,2	41,1	28,0	100
	Sitting Group-Sofa-Hide a Bed	1,9	15,1	41,5	41,5	
	Bed-Dining-Kitchen Furniture	1,8	41,1	33,9	23,2	
	Office-Hotel-Modular Furniture-Furniture Decoration	7,7	35,9	25,6	30,8	
	Teen and Kid's Room		22,2	66,7	11,1	
	Joinery-Door-Profile-Chair-Table Production	4,0	37,3	22,7	36,0	
Scale Size	1-9 Person	8,1	26,6	49,1	16,2	100
	10-49 Person	2,2	29,8	39,3	28,7	
	50-99 Person	4,4	27,7	16,1	51,8	
	100 - + Person	5,6	24,6	45,3	24,5	
	Total within	3,7	28,8	38,0	29,5	

Table 4. Interaction between the top management and department of purchase

		Low %	Normal %	High %	Very High %	Total %
Production Subject	Miscellaneous Furniture	0,9	15,9	44,9	38,3	100
	Sitting Group-Sofa-Hide a Bed	1,9	22,6	34,0	41,5	
	Bed-Dining-Kitchen Furniture	1,8	23,2	48,2	26,8	
	Office-Hotel-Modular Furniture-Furniture Decoration	2,2	25,8	25,8	46,2	
	Teen and Kid's Room		23,0	65,5	11,5	
	Joinery-Door-Profile-Chair-Table Production	5,4	34,6	32,0	28,0	
Scale Size	1-9 Person	3,5	19,7	41,0	35,8	100
	10-49 Person		21,0	43,6	35,4	
	50-99 Person	5,1	28,5	35,7	30,7	
	100 - + Person	7,6	18,8	28,3	45,3	
	Total within	1,7	21,7	41,3	35,3	

According to the interaction between the top management and department of purchase (Table 4), 7,6% of the enterprises (100- + person) and 5,1% of them (50-99 person) are low. Besides, it was determined that 65,5% of teen and kid's room enterprises, 44,9% of miscellaneous furniture enterprises, and 43,6% of the enterprises (10-49 person) has high interaction.

Table 5. Interaction between the top management and department of manufacture

		Normal %	High %	Very High %	Total %
Production Subject	Miscellaneous Furniture	24,5	31,7	43,8	100
	Sitting Group-Sofa-Hide a Bed	20,7	39,6	39,6	
	Bed-Dining-Kitchen Furniture	33,7	42,6	23,7	
	Office-Hotel-Modular Furniture-Furniture Decoration	31,1	33,3	35,6	
	Teen and Kid's Room	16,4	44,3	39,3	
	Joinery-Door-Profile-Chair-Table Production	36,0	18,7	45,3	
Scale Size	1-9 Person	24,4	45,6	30,0	100
	10-49 Person	29,8	33,5	36,7	
	50-99 Person	20,4	38,7	40,9	
	100 - + Person	15,1	13,2	71,7	
	Total within	26,8	35,2	38,0	

As shown at Table 5, it was found that the interaction between top management and department of manufacture is high at 71,7% of the enterprises (100- + person), and 45,3% of the joinery-door-profile-chair-table production enterprises. Conversely, this interaction is normal at 36% of the joinery-door-profile-chair-table production enterprises, 33,7% of bed-dining-kitchen furniture enterprises, and 29,8% of the enterprises (10-49 person). It was found that 26,8% of the enterprises has normal; 35,2% of them has high; 38% of them has very high interaction between top management and department of manufacture.

Table 6. Interaction between the top management and department of distribution

		Normal %	High %	Very High %	Total %
Production Subject	Miscellaneous Furniture	24,3	43,9	31,8	100
	Sitting Group-Sofa-Hide a Bed	28,3	43,4	28,3	
	Bed-Dining-Kitchen Furniture	30,5	46,3	23,2	
	Office-Hotel-Modular Furniture-Furniture Decoration	43,2	25,5	30,0	
	Teen and Kid's Room	11,5	83,6	4,9	
	Joinery-Door-Profile-Chair-Table Production	45,3	32,0	22,7	
Scale Size	1-9 Person	34,1	46,8	19,1	100
	10-49 Person	28,3	44,2	27,5	
	50-99 Person	25,6	38,7	35,7	
	100 - + Person	39,6	34,0	26,4	
	Total within	29,5	43,4	27,1	

It has been showed at Table 6 that there is interaction between top management and department of distribution. It was found that interaction between top management and department of distribution is normal at 45,3% of joinery-door-profile-chair-table enterprises, 39,6% of the enterprises (10- + person). Teen and kid's room (83,6%), 1-9 person employed enterprises (46,8%), and bed-dining-kitchen furniture enterprises (46,3%) have high interaction between top management and department of distribution. Generally, it was found that 29,5% of the enterprises has normal; 43,4% of them has high; 27,1% of them has very high interaction between top management and department of distribution.

Table 7. Interaction between the top management and department of customer service

		Low %	Normal %	High %	Very High %	Total %
Production Subject	Miscellaneous Furniture	1,9	28,0	40,2	29,9	100
	Sitting Group-Sofa-Hide a Bed	1,9	34,0	41,5	22,6	
	Bed-Dining-Kitchen Furniture		21,4	53,6	25,0	
	Office-Hotel-Modular Furniture-Furniture Decoration	5,1	28,2	25,6	41,0	
	Teen and Kid's Room		33,3	55,6	11,1	
	Joinery-Door-Profile-Chair-Table Production		59,1	9,1	31,8	
Scale Size	1-9 Person		26,6	43,9	29,5	100
	10-49 Person	1,9	31,7	40,8	25,6	
	50-99 Person	3,6	28,4	34,5	33,5	
	100 - + Person		34,0	26,4	39,6	
	Total within	1,7	30,5	39,7	28,1	

41% of office-hotel-modular furniture-decoration enterprises has very high interaction; 34% of sitting group-sofa-hide a bed and 59,1% of joinery-door-profile-chair-table production enterprises have normal interaction between top management and department of customer service (Table 7). This interaction is low at 1,7% of all enterprises; normal at 30,5% of them; high at 39,7% of them and very high 28,1% of them.

As shown at Table 8, it was found that the interaction between the top management and department of accounting has very high at 48,1% of order production enterprises, 10-49 person (40,8%) and 50-99 person (40,9%) employed enterprises. On the other hand, this interaction is low at joinery-door-profile-chair-table produced enterprises (18,7%), and 100- + employed enterprises (39,6%). It was found that 4,7% of the enterprises has low; 27,5% of them has normal; 29,8% of them has high; 38% of them has very high interaction between top management and department of accounting.

Table 8. Interaction between the top management and department of accounting

		Low %	Normal %	High %	Very High %	Total %
Production Subject	Miscellaneous Furniture	2,8	22,3	28,1	46,8	100
	Sitting Group-Sofa-Hide a Bed	7,3	22,9	38,0	31,8	
	Bed-Dining-Kitchen Furniture	1,6	30,5	32,1	35,8	
	Office-Hotel-Modular Furniture-Furniture Decoration	5,3	33,3	25,8	35,6	
	Teen and Kid's Room		23,0	37,7	39,3	
	Joinery-Door-Profile-Chair-Table Production	18,7	49,3	13,3	18,7	
Scale Size	1-9 Person	2,4	28,3	38,7	30,6	100
	10-49 Person	2,8	27,0	29,4	40,8	
	50-99 Person	2,9	34,3	21,9	40,9	
	100 - + Person	39,6	13,2	26,4	20,8	
	Total within	4,7	27,5	29,8	38,0	

According to Table 9; 1-9 person employed enterprises (18,5%), and 100- + person employed enterprises (26,4%) have low interaction between the top management and department of maintenance. On the other hand, it was determined that this interaction is very high at 10-49 person employed enterprises (29,4%) and 1-9 person employed enterprises (28,3%). It was found that 9,2% of the enterprises has low; 32,9% of them has normal; 31,5% of them has high; 26,4% of them has very high interaction between top management and department of maintenance.

Table 9. Interaction between the top management and department of maintenance

		Low	Normal	High	Very High	Total
		%	%	%	%	%
Production Subject	Miscellaneous Furniture	6,5	26,2	27,1	40,2	100
	Sitting Group-Sofa-Hide a Bed	13,4	35,7	37,7	13,2	
	Bed-Dining-Kitchen Furniture	8,9	39,3	28,6	23,2	
	Office-Hotel-Modular Furniture-Furniture Decoration	10,3	33,3	33,3	23,1	
	Teen and Kid's Room		33,3	55,6	11,1	
	Joinery-Door-Profile-Chair-Table Production	18,2	40,9	22,7	18,2	
Scale Size	1-9 Person	18,5	24,3	28,9	28,3	100
	10-49 Person	5,0	31,2	34,4	29,4	
	50-99 Person	10,2	51,1	23,4	15,3	
	100 - + Person	26,4	34,0	26,4	13,2	
	Total within	9,2	32,9	31,5	26,4	

As shown at Table 10 and Table 11; according to classified types of enterprise, it was determined that the manufacture and purchase departments ranked first respectively; quality control and maintenance departments ranked last on the interaction among the top management and sub departments.

Table 10. According to type of production and scale size; interaction among the top management and departments

Factors	SCALE SIZE							
	1-9 Person		10-49 Person		50-99 Person		100 - + Person	
	O.I.	Avg	O.I.	Avg	O.I.	Avg	O.I.	Avg
Design	5	3,73	5	3,94	4	4,05	6	3,80
Purchase	1	4,06	1	4,14	6	3,92	3	4,13
Manufacture	2	4,00	3	4,06	1	4,20	1	4,60
Quality Control	-	-	8	3,87	3	4,07	2	4,40
Distribution	4	3,83	4	3,97	2	4,10	5	3,86
Customer Service	3	3,97	6	3,90	5	4,00	4	4,06
Accounting	3	3,97	2	4,09	7	3,87	7	3,26
Maintenance	6	3,67	7	3,88	8	3,43	7	3,26

O.I. = Order of Importance

Table 11. According to production subject and quality management system; interaction among the top management and departments

Factors	PRODUCTION SUBJECT											
	Miscellaneous Furniture		Sitting Group-Sofa-Hide a Bed		Bed-Dining-Kitchen Furniture		Office-Hotel-Modular-Decoration		Teen and Kid's Room		Joinery-Door-Profile-Chair-Table	
	O.I.	Avg	O.I.	Avg	O.I.	Avg	O.I.	Avg	O.I.	Avg	O.I.	Avg
Design	8	3,92	1	4,22	6	3,78	6	3,79	4	3,88	3	3,90
Purchase	1	4,20	3	4,15	3	4,00	1	4,15	4	3,88	4	3,81
Manufacture	2	4,19	2	4,18	5	3,89	2	4,05	1	4,22	1	4,09
Quality Control	7	3,95	4	4,00	7	3,71	4	3,92	3	3,94	2	3,95
Distribution	4	4,07	4	4,00	4	3,92	5	3,87	3	3,94	5	3,77
Customer Service	6	3,98	6	3,84	1	4,03	3	4,02	5	3,77	5	3,72
Accounting	3	4,18	5	3,94	2	4,01	4	3,92	2	4,16	7	3,31
Maintenance	5	4,00	7	3,50	8	3,66	7	3,69	5	3,77	6	3,40

O.I. = Order of Importance

According to determined scale size; department of purchase (4,06) ranked first, department of manufacture (4,00) ranked second, and department of maintenance (3,67) ranked last at 1-9 person employed enterprises; department of purchase (4,14) ranked first, department of accounting (4,09) ranked second, and department of quality control (3,87) ranked last at 10-49 person employed enterprises; department of manufacture (4,20) ranked first, department of distribution (4,10) ranked second, and department of maintenance (3,43) ranked last at 50-99 person employed enterprises; department of manufacture (4,60) ranked first, department of quality control (4,40) ranked second, and department of department of maintenance (3,26) ranked last at 100- + person employed enterprises.

According to determined production subject; department of design (4,22) ranked first, department of manufacture (4,18) ranked second, and department of maintenance (3,50) ranked last at sitting group-sofa-hide a bed produced enterprises; department of customer service (4,03) ranked first, department of accounting (4,01) ranked second, and department of quality control (3,90) ranked last at bed-dining-kitchen furniture produced enterprises; department of purchase (4,15) ranked first, department of manufacture (4,05) ranked second, and department of maintenance (3,90) ranked last at furniture decoration-office-hotel-modular furniture produced enterprises; department of manufacture (4,19) ranked first, department of purchase ranked second, and department of department of design (3,90) ranked last at teen and kid's room produced enterprises.

Conclusions

It was determined that the interaction among the top management and sub departments was great at furniture enterprises but according to number or working and institutionalization at enterprise, this interaction decreased.

According to determined scale size; department of purchase (4,06) ranked first, department of manufacture (4,00) ranked second at 1-9 person employed enterprises. This is because the top management takes many actions at small scale sized enterprises because of non-institutionalization and non-organized sub departments.

According to determined production subject; department of design (4,22) ranked first, department of manufacture (4,18) ranked second, at sitting group-sofa-hide a bed produced enterprises. This is because it was thought that to develop new products follow the production, and there is a nation and international competition on this sector.

Sub department of maintenance has the lowest interaction degree with top management at furniture enterprises. Because, this sub department has standard duty and depends on a definite period of time.

The top management and sub departments may find a solution as soon as because they are informed from situation when they have a problem and they communicate accurately each other. Persons, who are at top management, plan watchfully in reference to statement, method for communication at inside and outside enterprises.

Responsible persons at top management have to provide idea and opinion corporation among the top, middle, sub managers, and workers. Success of planning, organization, directing, coordination, and supervision functions, which are basic management functions, depend on success of communication of manager. While managers realize management functions, they have to make contact with workers efficiently in time to motivate workers, and tell vision of the enterprise.

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