ASSESSING MULTI-STAKEHOLDER APPROACH IN THE RELATIONSHIP BETWEEN ISO/TS16949 WITH ORGANIZATIONAL PERFORMANCE

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I lovingly dedicate this thesis to my wife, **Leila**, who supported me each step of the way.

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ABSTRACT

Business organizations need to have a proactive approach to fulfill stakeholder needs and interests. In line with stakeholder theory, ISO/TS16949 is a standard that has been developed to enhance organizational performance through fulfilling interested parties needs and interests. Based on literature reviewed, studies on the effect of the standard on organizational performance are few and far between. The study investigate the mediating effect of stakeholder relationship and satisfaction as well as moderating effect of firm size and industry type on the relationship between ISO/TS16949 implementation and organizational performance. A quantitative methodology using a cross-sectional survey method was used to investigate the relationship between variables. Data were collected from a stratified random sample of 272 automotive companies in Iran. The overall response rate was 76.1%. The relationships between variables were examined using structural equation modelling (SEM) technique and partial least squares (PLS) software was used. The indirect exploratory effect of the moderators was examined using multi-group analysis (MGA) method. The results revealed there is a significant positive relationship between ISO/TS16949 implementation, stakeholder relationship and stakeholder satisfaction. Besides that, the results disclosed that the implementation of ISO/TS16949 standard through the mediating variables of stakeholder relationship and stakeholder satisfaction has a positive effect on organizational performance. Furthermore, the results of multi-group analysis confirmed the relationship between ISO/TS16949 implementation, stakeholders' relationship, stakeholders' satisfaction and organizational performance is moderated by firm size and industry type. The study combined resource-based theory, resource dependence and stakeholder theories to develop a new theoretical framework to demonstrate the importance of social capital in improving organizational performance. Moreover, the study has provided a new platform to effectively implement ISO/TS16949.

ABSTRAK

Sesebuah organisasi perniagaan perlu mempunyai suatu pendekatan proaktif untuk memenuhi keperluan dan kepentingan pihak-pihak yang berkepentingan. Selaras dengan teori pihak berkepentingan, ISO/TS16949 ialah satu piawai yang telah dibangunkan untuk meningkatkan prestasi organisasi dengan memenuhi keperluan dan kepentingan pihak-pihak berkenaan. Berdasarkan sorotan literatur, didapati kajian mengenai kesan piawai tersebut ke atas prestasi organisasi adalah sedikit dan jarang dilakukan. Kajian ini menyiasat kesan perantara hubungan pihak berkepentingan dan kepuasan serta kesan penyederhana saiz firma dan jenis industri dalam hubungan antara pelaksanaan ISO/TS16949 dengan prestasi organisasi. Satu metodologi kuantitatif menggunakan kaedah tinjauan berkeratan rentas telah dilakukan bagi mengkaji hubungan antara pembolehubah. Data dikumpulkan daripada 272 syarikat automotif di Iran dengan menggunakan kaedah persampelan rawak berstrata. Kadar respons keseluruhan ialah 76.1%. Hubungan antara pembolehubah telah dikaji berdasarkan teknik model persamaan struktur (SEM) dan perisian partial least squares (PLS) telah digunakan. Kesan eksplorasi tidak langsung pembolehubah penyederhana telah diselidik menggunakan kaedah analisa multi-kumpulan (MGA). Keputusan menunjukkan ada perhubungan positif yang signifikan di antara pelaksanaan ISO/TS16949, hubungan dan kepuasan pihak berkepentingan. Disamping itu, keputusan menunjukkan perlaksanaan ISO/TS16949 melalui pembolehubah perantara hubungan pihak berkepentingan dan kepuasan, mempunyai kesan positif ke atas prestasi syarikat. Seterusnya, rumusan kajian analisa multi-kumpulan mengesahkan hubungan di antara pelaksanaan ISO/TS16949, hubungan pihak berkepentingan, kepuasan pihak berkepentingan dan prestasi organisasi dimoderasikan oleh saiz firma dan jenis industri. Kajian ini menggabungkan teori berasaskan sumber, pergantungan sumber dan teori-teori pihak berkepentingan untuk membangunkan satu kerangka teori baru bagi menggambarkan kepentingan modal sosial dalam memperbaiki prestasi organisasi. Selain daripada itu, kajian ini telah menghasilkan satu platfom baru untuk pelaksanaan ISO/TS16949 yang efektif.

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AMOS	-	Analysis Of Moment Structures
ANOVA	-	Analysis Of Variance
APQP	-	Advanced Product Quality
ASEAN	-	Association Of South East Asian
CBSEM	-	Covariance-Based Structural
COQ	-	Cost Of Quality
CSR	-	Corporate Social Responsibility
DFSS	-	Design For Six Sigma
DMAIC	-	Define-Measure-Analyse-Improve-
DOE	-	Design Of Experiments
DPMO	-	Defects Per Million Opportunities
EFA	-	Exploratory Factor Analyses
EFQM	-	European Foundation For Quality
EI	-	Employee Involvement
Eight D	-	Eight Disciplines
FMEA	-	Failure Mode And Effect Analyse
GFI	-	Goodness-Of-Fit Index
GFI	-	Goodness-Of-Fit Index
GLS	-	Generalized Least Squares
I/O	-	Industrial organization
IATF	-	Automotive Task Force
IKCO	-	Iran Khodro Company
KMO	-	Kaiser-Mayer-Olkin
LIAREL	-	Linear Structural Relations
MANOVA	-	Multivariate Analysis Of Variance
MGA	-	Multiple-Group Analyze

ML	-	Maximum Likelihood
MSA	-	Measurement Systems Analysis
OLS	-	Ordinary Least Squares
OP	-	Organizational Performance
PLS	-	Partial Least Squares
PPAP	-	Production Part Approval Process
QFD	-	Quality Function Deployment
QMS	-	Quality Management System
R&D	-	Research And Development
RBV	-	Resource Based View Of Firm
RDT	-	Resource Dependence Theory
RMSR	-	Root Mean Square Residual
SAPCO	-	Supplying Automotive Parts
SEM	-	Structural Equation Modelling
SPS	-	Statistical Process Control
SPSS	-	Statistical Package For The Social
SR	-	Stakeholder Relationship
SS	-	Stakeholder Satisfaction
TQM	-	Total Quality Management
ULS	-	Un-Weighted Least Squares
VBSEM	-	Variance-Based Structural
VRIN	-	Valuable, Rare, Inimitable And
WLS	-	Weighted Least Squares

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CHAPTER 1

INTRODUCTION

1.1 Research Overview

This chapter presents the structure and content of the thesis. It begins with a background of the study followed by research motivation, opportunity and gap. The problem statement is consequently developed, followed by the research questions, research objectives and research contributions. The scope and operational definitions are then presented, and the chapter ends with a summary of the thesis.

1.2 Background of Study

The product quality is a critical concern in automotive sector vehicle manufacturers and goverments are interssted in the safty and quality of vehicles sold, and therefore, also in the quality of auto component.With platform sharing across a number of vehicle models a general practice followed by automobile manufacturer. The failure of a key common component poces larger risk (MacNeill and Bailey, 2010). By the mid 1980, automobile supplies were subjected to several nation and customer specific regulation relating to quality management. In the USA, the big three car producers (General Motors, Ford and Daimler-Chrysler) and major truck manufacturers

formulated a common quality management system, QS9000; based on ISO9001-1994. Yet, the multiplicity of quality management prevailing in automotive sectors and the lack of matual recognition across countries/regions acted as a kind of trade bariers (Singh, 2010). ISO/TS16949 was developed to satisfay a pressing need of automotive suppliesrs , which since the 1990s were subject to a confusing mass of military, national and customer standards (Franceschini *et al.*, 2011). ISO/TS16949 eliminated, cost and administrative burdens imposed by multiple standard formerly mandated in various geographic regions (Ostadi *et al.*, 2011).

Based on ISO-Survey (2012) up to the end of December 2012, at least 50071 ISO/TS16949:2009 certificates have been issued in 86 countries, which 889 of these were issued in the Middle East. ISO/TS16949 is a mandatory standard that is established to evaluate suppliers of automaker companies regardless of their size and type. Therefore, the suppliers of the sectors of industries to be eligible to supply parts and components for automaker companies it is necessary to be certified to the standard. ISO/TS16949 include some quality engineering techniques such as advanced product quality planning (APQP), failure mode and effect analysis (FMEA), measurement systems analysis (MSA), design of experiments (DOE), Production part approval process (PPAP), eight disciplines (8D), statistical process control (SPC), six sigma, quality function deployment (QFD) and others. All the above mentioned quality tools are based on mathematics and engineering science. Therefore, companies to effectively implement this standard, it is necessary to employ superior resources especially highly qualified human resource.

On the basis of the literature study the impact of ISO/TS16949 on certified companies are few and far between (Yeh *et al.*, 2012). Therefore, judgments on the effectiveness of the technical specification on the firms' performance due to insufficient studies is difficult (Ostadi *et al.*, 2011)**.** Moreover, the impact of ISO9001 on the individual stakeholders have previously examined by researchers. Most of the studies have considered the influence of the standard on individual stakeholders such as customers (Prajogo *et al.*, 2012), employees (Iwaro and Mwasha, 2012)**.** But are less observed studies that take into account the effect of the standard on certified companies

by stakeholders' approach. In addition, the studies have given little attention to some of the important interested parties like shareholders and suppliers. Furthermore, most of the studies inspect the impact of the standard on the different aspect of organizational process and performance without examining to what extent the companies' quality management system is based on the requirements of the standard.

1.3 Quality Management Systems in Iran: Historical Perspective

After the emerging of ISO9001 in the last decades of the twentieth century, various Iranian companies have attempted to deploy the standard. The main reason for the firms was to obtain an international certificate to be able to improve process efficiency and product quality to develop their domestic and global markets. Quality management initiatives started in Iran during the first five-year economic development program. The program was the main reason for developing ISO9000 standards in the country (Bayati and Taghavi, 2007).

At first, the program was begun by some training program and workshops on quality management and quality assurance in the governmental institution. In addition, economical relationships with some western European countries such as Germany, France, were the main purposes for the establishing and implementing of ISO9000 series of standard in Iran. This movement compelled firms to implement quality management system through the deploying of ISO9000 standard (Amiran, 2000; Mellat Parast, 2006).

The first movement in this regard, began with a partnership with the Peugeot Citroen Automotive Group. One of biggest Iranian automaker companies, namely Iran Khodro signed a contract with the mentioned companies to produce Peugeot in Iran. Along with that, KIA Motors Company from South Korea launched a production line in Iran. At first, in the automotive industry was accepted the QS9000 QMS and then an auto parts supply companies have attempted to establish the quality management system (Amiran, 2000; Bayati and Taghavi, 2007; Mellat Parast, 2006).

The second movement toward a quality management system began around 1993, having originated in the automotive industry. To assemble some type of the European automobile, especially Germany, England, and Italy, the automotive industry in Iran was launched around 1960, but its technological capacity was not developed far beyond assembly. There was a national interest among the policy makers for further developing of this industry. To develop Iranian automotive industries, the government decided to employ modern technology and standards. In standard line, quality management systems where the new concepts that became mandatory to employ it for companies related to the automobile company at that time (Amiran, 2000; Bayati and Taghavi, 2007; Mellat Parast, 2006).

1.4 Automotive Industries in Iran

Iran has the Middle East's largest auto maker industry. In terms of the units produced, Iran's automobile industry, is ranked amongst the top five in the developing countries. Many leading carmakers are active in Iran such as Peugeot, Kia, Volvo, Benz, Scania, Nissan and Mazda. This has been the fastest growing industry in Iran in the two past decades.The sector is characterized by 25 automakers (both in public and private sectors); around 1.3 million units' annual automobile production (in 2008); over 1000 auto-part manufacturers; and 650000 direct and indirect employment (Trade and Development Bank, 2012)**.**

Iran has also been able to develop a sizeable component manufacturing capability. Currently up to 800 suppliers with over 230,000 employees manufacture parts for the Iranian auto industries. This strength in component manufacturing is one of the factors that give Iran a competitive edge over other emerging regional producers. Currently around 1.3 million cars are being produced. This is insufficient to meet local demand. The shortfall of supply shows up in both the waiting lists for new vehicles produced by Iran's domestic manufacturers and in the number of passenger cars between 15 and 30 years old within the overall vehicle stock (Trade and Development

Bank, 2012). Projects with France's Citroen and Renault, Japan's Nissan and South Korea's KIA Motors.

Iran Khodro Company (IKCO) is the largest car maker in Iran and the Middle East that founded in 1962. IKCO produces vehicles under 11 brand names such as Peugeot, Mercedes-Benze, Hyundai, Nissan L90 and others. Domestically, it is the largest vehicle manufacturing company in Iran, having a 47 percent share of domestic vehicle production. It exports cars to a number of countries, including Belarus, Russia, Syria, Tajikistan, Turkey, and Venezuela. Export opportunities are, however, restricted to relatively low volumes. IKCO is also the country's main producer of commercial vehicles, possessing 71 percent and 77 percent of bus and minibus market share respectively.

1.5 Research Motivation, Opportunities and Gap

The automotive industry is highly engineered, complex and extremely globalized, It is in the broadest sense a mirror image of the constantly changing economic, technical and social environment (Becker, 2006). These unique characteristics of the product make it more than typical industrial goods. In the product, quality and safety issues are taken into consideration along with other parameters like beauty and comfort. Before 1980s, the quality of a product was validated in the final product. In the late 1980s and early 1990s, one breakthrough affected the quality thinking in the world namely ISO9000 standards. With the emergence of the quality management systems in order to continuously improve the quality of final product quality of manufacturing processes are measured and monitored as well. ISO9000 standards at the beginning of its rise have been widely welcomed by large and small organizations in the public and private sectors. Because of this widely welcomed, it has attracted the attention of many scholars, critics and experts (Bell and Omachonu, 2011).

International organization for standardization and its affiliated institutions, to meet the requirements of the various industries, by adding some particular requirements

to the ISO9001 have developed some specific standards. ISO/TS16949 is an interpretation of ISO9000 standards agreed upon by major automotive manufacturers (American and European manufacturers). Based on the literature there is some new area that gives an opportunity for developing a new study. The main reasons and motivation for studying on the quality management system are as follows:

I. ISO/TS16949 identifies in conjunction with ISO9001 the requirements for automotive industries (Harral, 2003). The standard is the only quality management system that is linked to the lean production principles (Chiarini, 2011); therefore, in harmony with resource-based theory (RBV) because of its uniqueness may be considered as a competitive advantage tool. Despite the unique features listed for the standard; there are very few studies attempts to shed new light on the impact of the standard on the firm's performance (Yeh *et al.*, 2012).

II. The stakeholder concept has become a key to understanding business and society relationship (Carroll and Buchholtz, 2014). The impact of ISO9001 on the individual stakeholders' relationship have previously examined by researchers. Most of the studies have focused on specific stakeholders such as customers (Prajogo *et al*., 2012), employees (Iwaro and Mwasha, 2012), and in some cases suppliers (Singh *et al*., 2011). In addition, there are limited studies have shown some evidence on the impact of ISO/TS16949 on relationship and satisfaction firms' stakeholder such as customer, employees, suppliers and shareholder.

III. Scholars suggested relationship with business partner should be corporate strategies in the new millennium (Overton-de Klerk and Verwey, 2013). Results of previous studies (Abdullah *et al.,* 2012; Al-Refaie *et al.,* 2012) and scholar's recommendation (Abdullah *et al.*, 2012; Al-Refaie *et al.*, 2012) in agreement with stakeholder theory acknowledges that fulfilling stakeholders' interest have a great and formative effect on organizational performance. In addition, they have emphasized on fulfilling some key stakeholder such as shareholder that based on scholars (Schwartz, 2011; Werther and Chandler, 2010) should be the highest priority firm stakeholder. But, there are

few studies that have considered the effect of satisfying the shareholder interest in the organizational performance in the ISO/TS16949 context.

IV. The ability to take advantage of a particular resource may depend on how utilizes it (Duhaime *et al.*, 2012). Based on resource based theory success and competitive advantage of an organization is dependent on the unique and effective utilization of resources. Results of previous research on the impact of ISO9000 standards on different elements of organizational performance indicated that they have conducted the studies without examining to what extent the company's QMS is in compliance with the standards. Thus, the results of such studies may not be able to recognize the true capabilities of the standards.

V. The growth of the organization depends upon its ability to exploit opportunities created by environmental changes (Mensing, 2013). Based on resource dependence theory an organization is conceptualized as being dependent on resources in its environment for its survival. The extent to which an organization is dependent upon external organizations and stakeholders depends on the importance of a particular resource to the organization. Because of resource dependencies, managers do not have an unbridled strategic choice but must make strategic choices within constraints. Traditionally, the focus of purchasing is on achieving superior cost reductions in dealing with suppliers. Today, companies acknowledge suppliers increasingly as a source of competitive advantage (Rajput and Bakarb, 2012). Despite the value potential of suppliers, the understanding of how suppliers contribute to the value creation processes of a firm is still little understood (Kibbeling, 2010), there are few studies on effect of satisfying supplier's interest on organizational performance that according to scholars (Park *et al.,* 2010) have a vital role in organization achievements.

VI. In line with the extensive literature on business organization, firm success is primarily determined by characteristics of firm in particular firm size (Sleutjes, 2012). The results of studies related to the effect of firm size on ISO9001 standard are mainly divided into two groups. In the first group, academics have examined the

effect of firm size on the standard as a control variable (Naveh and Marcus, 2004) and those studies have not reported any significant difference. In the second group researchers have considered the variable as a moderating variable have declared different results with respect to the first group. Some of them, for instance Singh *et al.* (2011) have indicated that the effect of the standard on small firm is more than large company. Moreover, other scholars such as (Feng *et al*., 2007) suggested that the impact of the standard on large firm has been greater than smaller ones. Along the lines of resource-based theory effective implementation of the standard is dependent on resources especially human resources. But it may not always possible for some companies provide the resources. Therefore, for a better understanding of the impact of firm size on the effectiveness of the standards it is necessary to consider other paradigms.

VII. ISO9000 standards are resource based quality management system. Accordance with the provisions of the quality management systems and literature, the effectiveness of the standards may be dissimilar in different industries as a result of the inherent nature of them.There are a number of studies that have evaluated the impact of the standards among different sectors of business such as manufacturing and service industries. But quite a few studies have identified the intra-industry and firm effect and their consequence on the standards.

1.6 Problem Statement

Today, the automobile has become one of the fundamental needs of human life and its use is widespread throughout the world. The product is based on quality, safety and reliability. Therefore, it is necessary to ensure the fulfillment of its product realization process requirements across the supply chain (Senoz *et al.,* 2011). ISO9001 has been made as a basis for quality management system for all organizations due to its independent nature. To fulfill industry-specific requirements, some special standard has

been developed. ISO/TS16949 is one of the standards developed for the automotive industry.

ISO/TS16949 is a set of mandatory requirements of automotive original equipment manufacturers (ISO/TS16949-2009; Lin *et al*., 2004). This technical specification is the most important standard that is widely applied in automotive industries (Ahmad Rasdan, 2010) .The technical standard includes some quality engineering tools which some of them are considered as lean production principles (Chiarini, 2011).This standard is in line with stakeholder theory (ST), resource dependence theory (RDT) and resource-based theory (RBV). These theories are mainly focusing on improving organizational performance through fulfillment of stakeholder needs and interests. Based on the literature, studies on ISO/TS16949 are few and far between and the majority of the existing studies only emphasizing identifying the critical success factors involving implementing of the standard (Yeh *et al.*, 2012). Therefore, this declaration stems the root for new study in the respective field.

ISO/TS16949 focuses on improving organizational performance through improved stakeholder satisfaction. The standard, addresses to customer satisfaction in clauses 8.2.1; 8.2.1.1 and its first principle where certified companies have been obliged to monitor customer satisfaction by continually evaluating performance of product realization process. This relates ISO/TS16949 with stakeholder theory, which emphasis to protect stakeholder intrest. Moreover, the technical specification refers to employee satisfaction in the clause 6.2.2.4 and its third principle where the certified companies have been required to motivate the employee to achieve the organization's objective through involvement and award system. Furthermore, supplier satisfaction has been underscored in clause 7.4.1.2 and the eighth principle of the standard where the certified companies have been mandated to improve supplier satisfaction through mutually beneficial relationship and collaborate with them to enhance their manufacturing processes and quality management system.

Some scholars have reported that ISO9001 does not have any direct effect on organizational performance. In this regard Kong *et al.* (2008) and Abdullah *et al.* (2012)

proposed that the effect of the standard on the business performance is indirect and this effect is through customers' satisfaction. Moreover ,there are studies that have brought some scholarly evidence on the positive impact of ISO9001on firm performance through individual stakeholder satisfaction such as customers' satisfaction (Kunnanatt, 2007), employees' satisfaction (Durairatnam *et al.*, 2011). But, there are a few studies that have considered the influence of fulfilling interest of some vital stakeholders such as suppliers that according to Park *et al*.(2010) have a vital role in organization success or shareholder that in line with scholars Jensen (2001) and Wallace (2003) should be the highest priority firm stakeholders. Furthermore, there are too few studies on the impact of effective implementation of ISO/TS16949 on the organizational performance through stakeholders' satisfaction.

ISO/TS16949 aligned with emphasis on improving organizational performance through stakeholder satisfaction. The technical standard also has a particular attention to improving organizational performance through stakeholder relationship, such as employee relationship (principles 3 and clauses 6.2.2.1; 6.2.2.3 and 6.2.2.4), customer relationship (principle 1 and clathose7.2.3, 5.2, 5.2.2.1) and supplier relationship (principle 8 and clauses 7.4.2.1). There are some empirical studies that validate there is an indirect relationship between ISO9001 and organizational performance.Singh *et al.* (2011) and Singh *et al*.(2007) reported that this standard does not have any direct effect on operational and business performance respectively.

Furthermore, researchers emphasised the standard through customers and supplier relationship has a positive effect on organizational performance. According to Bryson *et al*. (2011), failure to pay attention to the stakeholders' requirements represent a serious flaw in thinking or action that too often and too predictably leads to poor performance, outright failure, or even tragedy. There are studies that by a limited approach to organizational performance i.e., operational performance (Singh *et al.*, 2011) and financial performance (Psomas *et al.*, 2013) have examined the effect of ISO9001 on organizational performance. Moreover, most of these studies have focused only on some stakeholders i.e., customer (Prajogo *et al.*, 2012), supplier (Laeequddin *et*

al., 2010; Laeequddin *et al.*, 2012; Laeequddin *et al.*, 2009; Prajogo *et al.*, 2012) and employees (Iwaro and Mwasha, 2012; Wickramasinghe and Gamage, 2011). Furthermore, the scholar has failed to address the effect of ISO/TS16949 on the organizational performance both directly and indirectly through the mediating variable of stakeholder relationship.

The effective implementation of the ISO9000 standards is one of the factors that impact on the effectiveness. The feature is an important factor which significantly influences on the usefulness of the standards. Effective implementation of the standard is highly dependent on qualified human resources and other organizational attributes such as an organizational structure. Consistent with the resource-based theory, intangible resources such as the standards (Ganiyu, 2011) can enhance an organization's ability when it is effectively implemented. At the same time, it's not always easy for some companies to execute the standard efficiently; for example flat organization structure in small companies and lack of flexibility in large companies may impede the application of these standards. Previous scholars have investigated the effect of the standards for certified companies without taking into account its effective implementation. Furthermore, they have expressed about the degree of effectiveness of the standards. It is clear that the results of these studies were generally not able to provide convincing evidence about the capabilities of the standard.

physical characteristics of the firm such as size is another of the factors that impact on the effectiveness of the ISO9000 standards (Kawthar and Vinesh, 2011). The effects of firm size on the effectiveness of the standards have been recognized by previous scholars. Some academics have argued firm size as a control variable e.g. (Naveh and Marcus, 2004; Terziovski *et al.*, 2003); and they have recounted that firm size did not have any relationship with the effectiveness of the standards. Others have postulated organization size as a moderating variable and did not express their results line up with previously published studies. For instance, Feng *et al*. (2007) purported that the impact of ISO9001 on large companies have been observed more than medium. Similarly, this standard also has less impact on small companies as compared

to medium-sized enterprises. Moreover, the scholars have not been able to fully address the potential relationship between firm's size and effectiveness of the ISO/TS16949.

Apart from firm size, another factor that impacts on the effectiveness of the technical standard is the industry in which the firms operate. In the manufacturing industry, industry type determines the characteristic of its human resources. The working environment differs across firms and industry. Some firms may have an environment conducive and others, such casting and forging industries may not be able to provide a favorable environment for work. Therefore, it seems that the nature of the industry determines its workforce attribution. In some of the sectors, physical features of personnel are preferred over educational qualification. ISO/TS16949 requires educated people as a result of enjoying some quality engineering tools. In some sectors of manufacturing industries, because of some working condition such as excessive noise, teasing lightening or extreme temperature, it makes difficult for the firms to recruit qualified individual. Accordingly, it is expected that the results may not be similar for firms operating across the industry. To have a better understanding on the effectiveness of the standard on the certified companies in different sectors of the same industry, it seems to be necessary to consider intra- industry effects and its role on the effectiveness of the standard.

Thus, the purpose of the research is to investigate the relationship between ISO/TS16949 and organizational performance directly and through stakeholders' relationship and stakeholders' satisfaction regarding the moderating effect of firm size and industry type. Therefore, the results of the study by a theoretical and multi-stakeholder approach may clarify the role of the technical standard on the achievement of sustainable development. In addition, the findings theoretically shed light on the role of the physical characteristics of the firm on the effectiveness of the standard. Moreover, the results of this study can provide suitable feedback to practitioners in the International Organization for Standardization to develop appropriate standards for different sectors within an industry.

Given the above scenario, the effect of ISO/TS16949 on organizational performance with a multi-stakeholder approach provides an opportunity for a comprehensive survey. Hereby, guaranteed the long-term success of the firm and enhance the reliability and validity of the results. The present study attempts to investigate these research questions as follows:

1. Is there any relationship between effective implementation of ISO/TS16949 and stakeholders' relationship?

2. Is there any relationship between effective implementation of ISO/TS16949 and stakeholders' satisfaction?

3. Is there any direct and positive relationship between effective implementation of ISO/TS16949 and organizational performance?

    i) Does stakeholders'relationship mediate the relationship between ISO/TS16949 and organizational performance?

    ii) Does stakeholders' satisfaction mediate the relationship between ISO/TS16949 and organizational performance?

4. Is there any relationship between stakeholders' relationship and organizational performance?

5. Is there any relationship between stakeholders' satisfaction and organizational performance?

6. Does firm size moderate the relationship between effective implementation of ISO/TS16949, stakeholders' relationship, stakeholders' satisfaction and organizational performance?

7. Does industry type moderate the relationship between effective implementation of ISO/TS16949, stakeholders' relationship, stakeholders' satisfaction and organizational performance?

1.7 Objective of the Research

Based on the problem statement, the purpose of this study is to examine the impact ISO/TS16949 on organizational performance directly and through stakeholders' relationship and stakeholders' satisfaction by considering the moderating effect of industry type and firm size. To address some of the issues rise in the research problem and to response the research questions, the main objectives of this study are:

1. To examine the relationship between effective implementation of ISO/TS16949 and stakeholders' relationship.

2. To examine the relationship between effective implementation of ISO/TS16949 and stakeholders' satisfaction.

3. To examine the possibility of direct and positive relationship between effective implementation of ISO/TS16949 and organizational performance.

i) To examine the mediating effect of stakeholders'relationship on the relationship between ISO/TS16949 and organizational performance.

ii) To examine the mediating effect of stakeholders' satisfaction on the relationship between ISO/TS16949 and organizational performance.

4. To examine the relationship between stakeholders' relationship and organizational performance.

5. To examine the relationship between stakeholders' satisfaction and organizational performance.

6. To examine the moderating effect of firm size on the relationship between effective implementation of ISO/TS16949, stakeholders' relationship, stakeholders' satisfaction and organizational performance.

7. To examine the moderating effect of industry type on the relationship between effective implementation of ISO/TS16949, stakeholders' relationship, stakeholders' satisfaction and organizational performance.

1.8 Contributions of the Research

A careful review of the literatures suggests that ISO9000 standards since its emergence as a solution for performance appraisal has always attracted the attention of many researchers. Publishing numerous articles in many prominent journals confirm this statement. In addition, the international organization for standardization highlights some advantages to this standard. In despite of the obvious confess of international organizations about the usefulness of these standards, many organizations do not have a clear picture about its advantages. The study by utilizing a theoretical perspective, attempt to examine the impact of ISO/TS16949 on the organizational performance directly and through stakeholders' relationship and stakeholders' satisfaction regarding moderating effect of firm size and industry type. The contributions of this study are classified into two main categories i.e., theoretical and practical contributions.

1.8.1 Theoretical Contributions

The first one lies in ISO/TS16949. The technical specification is a global standard for the automotive industry. The standard includes some quality engineering tools that are linked with lean production principles (Chiarini, 2011). Based on literatures, research on creating organizational capabilities form benefits of the standard have not yet been firmly established or well-structured, despite unique characteristics of the standard (Ostadi *et al.,* 2011). The study attempts to theoretically and comprehensively to facilitate toward a better understanding of the standard by bridging among resource-based, resource dependence, and stakeholder theories.

The second one is related to the possibility of indirect effect of ISO/TS16949 on organizational performance through stakeholders' relationship and stakeholders' satisfaction. The study consistent with three principles of the standard; namely customer focus, employee involvements, mutually beneficial relationship with suppliers as well as resource-based, resource dependence and stakeholder theories seems to provide a better understanding on the indirect effect of ISO/TS16949 on organizational performance. Moreover, the study attempts to present how to improved internal and external social capital (e.g., stakeholder's relationship and stakeholder's satisfaction) is able to improve organizational performance

The third one is related to introduction of ISO/TS16949 as a way to manage internal and external resources and improve organizational performance. According to the resource- based theory, the competitive advantage could be achieved if the resources are utilized effectively. The literature indicated that the scholars did not provide an effective way to examine the effect of the standard on organizational performance. The present study in line with the resource- based theory, resource dependence theory and stakeholder theory provide some scholarly explanations on how this standard can be applied as a corporate strategy to manage resources and improve performance as well.

The fourth one is related to the influence of physical characteristic of firm and its effect on the effectiveness of the technical standard. Previous studies have reported some conflicting reports about the effectiveness of the standard on certified companies based on size. The study in line with RBV theory contributes to the body of knowledge by providing some explination on the role of physical characteristic of a firm on the effectiveness of the standard.

The last one is linked to industry type and its impacts on the effectiveness of the ISO/TS16949. This study attempts to examine how to change the effect of the standard in different sectors of the same industry. Based on the resource-based view (RBV), providing the needed resources and effective utilization of them may enhance the firm's sustainable competitive advantage. But, due to some limitation, it may not be possible for some companies to employ required resources, therefore the present study

with a demographic and intra-industry approach want to give some new clarification which is not known in the body of existing knowledge about the reasons of the success and the failure of the standard in some sectors of manufacturing industries.

1.8.2 Practical Contributions

The first one is contributing to relevant international organizations such as International Automobile Task Force (IATF), and international organization for standardization. Because of this technical standard is periodically reviewed, therefore, the results of the comprehensive study can be valuable to the organizations and help to them in the future decision-making.

The second one is contributing to owners, employees and the Board. Because of, the companies that want to collaborate with automotive original equipment manufacturers needs to demonstrate their ability to provide a product that gratifies customer requirements. Thus, knowing the capabilities of the technical standard can help them to adopt an effective and appropriate approach to implementation of the standard. Furthermore, remind to them of their mutual responsibilities for effective implementation of the technical specification.

The last one is contribution to government. Nowadays, many of the governments, especially in the developing countries have decided to pay some financial aid to companies to develop the standard for improving performance of companies. Knowing the effectiveness of these systems can help to the government to make decisions about the continuation of this policy.

1.9 Scope of Study

This study examines the impact of ISO/TS16949 on organizational performance directly and through stakeholders' satisfaction and stakeholders' relationship regarding the moderating effect of firm size and industry type. An empirical study that is quantitative in nature is conducted on suppliers of the leading and the biggest Iranian automaker namely Irankhodro (IKCO). This selection was based on two reasons. Firstly, based on ISO-Survey

(2012) eight hundred and eighty-four ISO/TS16949 certificate have been issued in the Middle East that eight hundred and forty-nine of them have been issued in Iran. Secondly, according to Trade and Development Bank (2012) reports, in terms of the units produced, Iran's auto industries is ranked amongst the top five in the developing nations. In addition, many of famous international automakers are active in Iran such as Peugeot, Kia, Volvo, Benz, Scania, Nissan and Mazda.

In this study ISO/TS16949 and organizational performance are respectively as an independent and dependent variable. Moreover, based on the theoretical model of the study stakeholder's satisfaction, stakeholders' relationship is applied as mediator variables. Furthermore, the term stakeholders refer to the primary stakeholders and include customers, suppliers, shareholders and employees. In addition, certified companies imply the IKCO's supplier that is certified by ISO/TS16949. Therefore, to get reliable answers, the respondents of the study are selected according to the below:

The management representative responds questions about ISO/TS16949. Moreover, the representatives of customers, employees, and shareholders respond to questions related to stakeholders' relationship and stakeholders' satisfaction. Furthermore, the general manager of certified companies' suppliers' answers to questions related to suppliers' satisfaction and supplier relationship. In addition, performance appraisal manager answer to the questions about organizational performance. The respondents have been selected because they have reliable and sufficient information to answer the questions. The data were gathered during the period of August -September 2013. The list of IKCO suppliers was used as a sampling frame.

1.10 Operational Definition

There are a number of terms which will be used frequently in this study. In this section a brief definition of these terms will be provided. A more complete explanation will be presented in the next chapter.

1.10.1 ISO/TS16949

This ISO/TS16949, in conjunction with ISO9001, specifies the quality system requirements for the design, development, production, installation and servicing of automotive related products. This technical specification is applied along with the customer specific requirements. Automotive component manufacturers have to comply with this standard to be able to supply to the automotive OEMs and supply chain.

1.10.2 Stakeholder

Stakeholder defines as any group or individual who can legitimately affect or is affected by the achievement of the firm's objectives.

1.10.3 Primary Stakeholder

Primary stakeholders are those groups the firm depends on for its survival and continued success. They consist of customers, employees, suppliers, and shareholders, along with what is known as the public stakeholder groups the governments and communities that provide infrastructures, regulate the firm's activities, and require tax payments.

1.10.4 Stakeholder Relationship

Stakeholder relationship is defined communication between organizational executives and those who affect or are affected by the organization's actions.

1.10.5 Stakeholder Satisfaction

Stakeholder satisfaction is often used to represent of the experiences and views of sets of people who have vested interests in the products and services delivered by an organization.

1.10.6 Organizational performance

Organizational performance is defined as the ability of an organization to achieve its goals and objectives. Organizational performance can be evaluated in the two aspects, namely operational performance and business performance

1.11 Outline of This Thesis

This thesis consists of five chapters. This chapter introduces the background of the study and a summary about the location of study. The chapter also addresses the research problem, research motivation, opportunities and gap, research questions and establishes of the research objectives. It includes a discussion of the expected contribution.

Chapter two presents a review the relevant literature related to 16949.it includes a review of the quality management system largely from historic prospect. It provides an analysis about the relation between ISO/TS16949, stakeholders' relationship, stakeholders' satisfaction and organizational performance. It includes explanations on the role of firm size and industry type as a moderated variable and its effect on relationship among ISO/TS16949, stakeholders' relationship, stakeholders' satisfaction and organizational performance.

Chapter three, then, was designated to research methodology in terms of sample frame, research method, research instrument, data collection procedures, and determining data analysis method. In chapter four, an analysis of collected data and evidences with the initial model is presented. Finally, chapter five contains discussion and conclusion of research findings.

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background	Masters	☐	PHD	☐
	others (specify)	☐		

SectionC: Employees Relationship and Satisfaction

Respondent: Workers' Representative
After The Questionnaire is Completed, Please Give it to Management Representative

For each of below questions, mark the number that best answers each question (strongly disagree (1) - strongly agree (7)

Employee's Relationship

ER1	Employees and the organization have two-way dialogue and their feedback applies in the organizational decision-making.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
ER2	Employees are involved in the development organization's strategies and product realizations.	1	2	3	4	5	6	7
ER3	Employees are involved in design and planning decisions.	1	2	3	4	5	6	7
ER4	Employees communicate effectively throughout the organization.	1	2	3	4	5	6	7
ER5	Employees have received recognition for doing our job well.	1	2	3	4	5	6	7

Employee's Satisfaction

ES1	In my company job contents are clearly defined	**1**	**2**	**3**	**4**	**5**	**6**	**7**
ES2	My company's policies encourage the employees to develop their skills and careers.	1	2	3	4	5	6	7
ES3	My company is concerned about my welfare.	1	2	3	4	5	6	7
ES4	The managerial decisions related with the employees are usually fair.	1	2	3	4	5	6	7
ES5	The management of the company is primarily concerned with employees need and wants.	1	2	3	4	5	6	7

Please kindly answer to the following personal information:

Gender	Male	☐	Female	☐
Education background	school leavers	☐	Under graduate	☐
	Masters	☐	PHD	☐
	others (specify)	☐		

Section D: Suppliers Relationship and Satisfaction

Respondent: General Manager of Certified Companies' Suppliers
After The Questionnaire is Completed, Please Give it to Management Representative

For each of below questions, mark the number that best answers each question (strongly disagree (1) - strongly agree (7)

Supplier's Relationship

SR1	Our customer shares information with suppliers.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
SR2	We receive periodic information about required changes on the submitted items.							
SR2	We are informed properly about the reason of rejections and defects on the submitted items.	1	2	3	4	5	6	7
SR3	Misunderstandings between the company and our customer on orders placed are rare.	1	2	3	4	5	6	7
SR4	In urgent circumstances, face to face meeting with the company's directors has been considered for us.	1	2	3	4	5	6	7
SR5	Our customer's employees are professional in their behavior and Work.	1	2	3	4	5	6	7

Supplier's Satisfaction

SS1	System, Process and product audit are done by the customer organization are fair and easy to understand.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
SS2	The purchase order and schedules are made and sent based on our capacity to supply.	1	2	3	4	5	6	7
SS3	'The company' is paying according to agreements.	1	2	3	4	5	6	7
SS4	In case of delay in payment, our customer communicates the same on time and ensures the next time frame is shared with us.	1	2	3	4	5	6	7
SS5	Our customer always considers mutual benefits and continuity.	1	2	3	4	5	6	7

Please Kindly Answer to the Following Personal Information:

Gender	Male	☐	Female	☐
Education background	school leavers	☐	Under graduate	☐
	Masters	☐	PHD	☐
	others (specify)	☐		

Section E: Shareholder Relationship and Satisfaction
Respondent: Shareholder's Representative
After the Questionnaire is Completed, Please Give it to Management Representative

For each of below questions, mark the number that best answers each question (strongly disagree (1) - strongly agree (7)

Shareholder's Relationship

SHR1	The company proactively addresses reports and rumors, in order to avoid unnecessary speculation in its securities.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
SHR2	The company gives reasonable access to analysts and the media to help them have informed opinions of the company.	1	2	3	4	5	6	7
SHR3	The The company tries to provide necessary information and feedback for their shareholders at least once in each fiscal year.	1	2	3	4	5	6	7
SHR4	The company always reports its financial results and material developments to the shareholders and the related government organizations.	1	2	3	4	5	6	7
SHR5	The company communicates only through its designated spokespersons.	1	2	3	4	5	6	7

Shareholder's Satisfaction

SHS1	The mount of the dividend paid by the company meet the expectations of	**1**	**2**	**3**	**4**	**5**	**6**	**7**

	the shareholders' investment.							
SHS2	Resources provided by the shareholders are utilized optimally.	1	2	3	4	5	6	7
SHS3	The shareholders approve overall governance of the company.							
SHS4	The improving share value of the company meets the expectations of the shareholders' investment.	1	2	3	4	5	6	7
SHS5	The company gains shareholders confidence by providing transparent financial reports.							

Please Kindly Answer to the Following Personal Information:

Gender	Male	☐	Female	☐
Education background	school leavers	☐	Under graduate	☐
	Masters	☐	PHD	☐
	others (specify)	☐		

Section F: Organizational Performance

Respondent: Head of Department Of Performance Appraisals
After The Questionnaire is Completed, Please Give It to Management Representative

Considering the following questions, determine the amount of changes created in every given component by number 1 to 7, in comparison to before the establishment of ISO/TS16949 QMS. Number 1 means too low change and 7 means too high change.

Business Performance

BP1	**Increased organizations' profits**	**1**	**2**	**3**	**4**	**5**	**6**	**7**
BP2	Increased access to global markets	1	2	3	4	5	6	7
BP3	Improved competitive advantage.	1	2	3	4	5	6	7
BP4	Increased market share.	1	2	3	4	5	6	7
BP5	Improved corporate image	1	2	3	4	5	6	7

Operating Performance

OP1	Reduce Inventory levels	**1**	**2**	**3**	**4**	**5**	**6**	**7**
OP2	Increased productivity	1	2	3	4	5	6	7
OP3	Increased product quality.	1	2	3	4	5	6	7
OP4	Cost reduction	1	2	3	4	5	6	7
OP5	Increased rate of optimal utilization of assets	1	2	3	4	5	6	7

Please Kindly Answer To The Following Personal Information:

Gender	Male	☐	Female	☐
Education background	school leavers	☐	Under graduate	☐
	Masters	☐	PHD	☐
	others (specify)	☐		

APPEDIX B

Table: 1 Determining Sample Size from a Given Population

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	321
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384
N: **Size Population** **S:** **Size Sample**					

Source: Krejcie and Morgan, (1970)

APPENDIX C

Table C-1: Assessment of Multivariable Normality

Variable	Min	Max	skew	c.r.	kurtosis	c.r.
BP1	3	7	**0.679**	4.573	**0.814**	2.74
BP2	4	7	**-0.081**	-0.546	**-0.591**	-1.991
BP3	4	7	**-0.325**	-2.187	**-1.103**	-3.713
BP4	3	7	**-0.082**	-0.549	**0.151**	0.509
BP5	2	7	**-0.07**	-0.468	**-0.135**	-0.456
OP5	4	6	**0.31**	2.086	**0.827**	2.783
OP4	4	7	**-0.041**	-0.274	**-0.788**	-2.654
OP3	4	6	**0.112**	0.753	**-0.775**	-2.609
OP2	3	6	**-0.118**	-0.795	**-1.098**	-3.696
OP1	3	7	**0.009**	0.061	**-0.511**	-1.721
ER5	3	7	**0.011**	0.077	**-0.355**	-1.195
ER4	3	7	**0.132**	0.89	**-0.339**	-1.14
ER3	2	7	**-0.454**	-3.06	**0.203**	0.682
ER2	3	7	**0.066**	0.441	**-0.665**	-2.238
ER1	3	7	**-0.056**	-0.378	**-0.501**	-1.686
SHR5	1	7	**-0.114**	-0.77	**-0.005**	-0.015
SHR4	1	7	**-0.401**	-2.702	**-0.147**	-0.496
SHR3	2	7	**-0.125**	-0.842	**-0.479**	-1.611
SHR2	2	7	**0.024**	0.161	**-0.536**	-1.804
SHR1	1	7	**-0.232**	-1.559	**-0.339**	-1.14
SR5	2	7	**-0.186**	-1.252	**-0.684**	-2.302
SR4	2	7	**0.013**	0.088	**-0.869**	-2.924
SR3	1	7	**-0.305**	-2.055	**0.033**	0.111
SR2	2	7	**-0.068**	-0.455	**-0.452**	-1.52
SR1	3	7	**0.165**	1.112	**-0.58**	-1.953
CR5	2	7	**-0.041**	-0.274	**-0.167**	-0.563
CR4	2	7	**-0.353**	-2.374	**-0.226**	-0.762
CR3	1	7	**0.047**	0.314	**-0.768**	-2.586
CR2	1	7	**0.022**	0.145	**-0.859**	-2.89
CR1	2	7	**0.241**	1.626	**-0.379**	-1.277
CS1	2	7	**-0.248**	-1.671	**0.453**	1.524
CS2	2	7	**-0.27**	-1.815	**-0.179**	-0.603
CS3	2	7	**0.13**	0.878	**-0.146**	-0.492
CS4	2	7	**-0.034**	-0.232	**-0.329**	-1.108
CS5	2	7	**-0.184**	-1.238	**-0.126**	-0.425
SS1	2	7	**-0.078**	-0.523	**-0.103**	-0.346
SS2	2	7	**-0.281**	-0.894	**-0.121**	-0.407
SS3	3	7	**0.219**	0.473	**-0.522**	-1.758
SS4	2	7	**-0.11**	-0.741	**-0.077**	-0.261
SS5	1	7	**-0.391**	-2.634	**0.263**	0.885
SHS1	4	6	**-0.441**	-0.967	**-0.664**	-2.236

Variable	Min	Max	skew	c.r.	kurtosis	c.r.
SHS2	4	7	**-0.342**	-2.3	**-1.102**	-3.711
SHS3	4	6	**-0.618**	-0.162	**-1.027**	-3.458
SHS4	4	7	**-0.691**	-0.654	**-0.912**	-3.07
SHS5	4	7	**-0.208**	-1.4	**-0.671**	-2.259
ES1	4	7	**0.48**	0.234	**1.235**	4.159
TS44	1	7	**-0.2**	-1.348	**-0.754**	-2.538
TS43	1	7	**0.002**	0.014	**-0.844**	-2.84
TS42	1	7	**0.076**	0.512	**-0.931**	-3.135
TS41	1	7	**-0.166**	-1.116	**-0.485**	-1.633
TS40	1	7	**-0.036**	-0.244	**-0.711**	-2.394
TS39	1	7	**-0.125**	-0.84	**-0.905**	-3.048
TS38	1	7	**-0.115**	-0.772	**-0.775**	-2.609
TS37	1	6	**-0.652**	-4.393	**0.229**	0.77
TS36	1	7	**-0.2**	-1.343	**-0.746**	-2.51
TS35	1	7	**-0.016**	-0.106	**-0.925**	-3.114
TS34	1	7	**-0.184**	-1.24	**-0.662**	-2.229
TS33	1	7	**-0.146**	-0.98	**-0.884**	-2.975
TS32	1	7	**-0.298**	-2.009	**-0.717**	-2.415
TS31	1	6	**-0.228**	-1.538	**-0.864**	-2.91
TS30	1	7	**-0.201**	-1.352	**-0.684**	-2.301
TS29	1	6	**-0.273**	-1.839	**-0.849**	-2.857
TS28	2	6	**0.09**	0.607	**-0.738**	-2.484
TS27	1	6	**-0.203**	-1.367	**-0.446**	-1.502
TS26	1	5	**0.07**	0.47	**0.028**	0.094
TS25	1	5	**0.061**	0.411	**-0.528**	-1.778
TS24	2	7	**0.288**	1.941	**-0.341**	-1.149
TS23	1	7	**0.114**	0.771	**-0.488**	-1.645
TS22	1	6	**-0.412**	-2.776	**-0.562**	-1.892
TS21	1	7	**-0.203**	-1.37	**-0.141**	-0.474
TS20	1	7	**-0.033**	-0.22	**-0.628**	-2.114
TS19	1	6	**-0.13**	-0.872	**-0.792**	-2.668
TS18	1	7	**-0.12**	-0.807	**-0.389**	-1.309
TS17	1	7	**0.068**	0.457	**-0.673**	-2.266
TS16	1	7	**-0.032**	-0.218	**-0.599**	-2.015
TS15	1	6	**-0.313**	-2.11	**-0.795**	-2.678
TS14	1	7	**-0.066**	-0.443	**-0.826**	-2.78
TS13	1	7	**0.196**	1.319	**-0.495**	-1.665
TS12	1	7	**-0.045**	-0.306	**-0.565**	-1.903
TS11	1	7	**-0.301**	-2.029	**-0.601**	-2.023
TS10	1	7	**0.12**	0.807	**-0.239**	-0.804
TS9	1	7	**-0.065**	-0.437	**-0.559**	-1.882
TS8	1	6	**-0.082**	-0.549	**-0.562**	-1.894
TS7	1	7	**0.078**	0.522	**-0.345**	-1.162
TS6	2	7	**0.107**	0.723	**-0.501**	-1.687
TS5	1	7	**0.015**	0.104	**-0.46**	-1.548
TS4	1	7	**0.144**	0.972	**-0.394**	-1.325
TS3	1	7	**-0.047**	-0.319	**-0.226**	-0.761
TS2	1	7	**0.031**	0.208	**-0.309**	-1.042
TS1	1	7	**-0.06**	-0.406	**-0.244**	-0.82
Multivariate					**-1.704**	-0.444