

**Research Article**

## **THE RELATIONSHIP BETWEEN THE QUALITIES OF SERVICES PROVIDED TO THE EMPLOYEES AND THEIR ABILITY TO SERVE THE CUSTOMERS**

**Mehrdad Matani<sup>1</sup>, \*Vahid Khademi<sup>2</sup>, Hossein Amirmoezzi<sup>2</sup>, Morteza Hosseinalinezhad<sup>2</sup> and Mostafa Mansorikhah<sup>2</sup>**

<sup>1</sup>*Department of Management, Qaemshahr Branch, Islamic Azad University, Qaemshahr, Iran*

<sup>2</sup>*Department of Accounting, Qaemshahr Branch, Islamic Azad University, Qaemshahr, Iran*

*\*Author for Correspondence*

### **ABSTRACT**

Studying the relationship between the qualities of provided services to the employees and their ability to serve the customer is this researches aim. Components of the internal services quality from the organization including “tools, communications, teaching, management suppuration, teamwork, policy and procedures, alignment of goals with rewards and gratitude” were determined as the factors which affect the employee’s service capability to the customers and then relationship between two variables (internal services component quality and capability of service) was investigated. Research methodology is descriptive, correlative kind, based on the aim and practical. The questionnaire is the data collection approach. The Cronbach's alpha method was applied to evaluate the questionnaire stability and the obtained coefficient was 0.851. 354 questionnaires were distributed among the governor organization employees, based on the sample content and Morgan table, but for statistical analysis, 317 questionnaires were returned and studied. Results of the Pearsons correlation test showed that seven components among the internal services quality components related to the serving capability dependent variable directly and meaningful, however, the policy and organization procedures wasn’t related to the serving capability significantly. Also, the results of regression test confirmed effects of relations quality, goals alignment and tools factors on the serving capability.

**Keywords:** *Internal Services Quality, Serving Capability, Connections Quality, Goals and Tools Capability*

### **INTRODUCTION**

Most of people, imagine that the service introduces the quality of stuff standard production and the after sale services or increase of the serving to customers, while, increasing the serving to the customers as an important aims of organization that is dependent to the quality of organization services for employees, usually is disregarded. Employees are important components for representation high quality staffs. Therefore, satisfaction of the customers can be considered as the reward of the employee’s satisfaction (Niyaraki, 2008).

The human resources which is related to the economy, economic prosperity and organization management, is an important issue in the production rate and also is essential for productive and serving processes, so that, human resources is ever discussed.

Dissatisfaction of the employees specially increases the displacement and leaving the organization rates and leads to decrease the serving quality level, when the continuous relationship with the customers and quality of services is important. According to the structure and combination of the internal services quality, it can be very complex at the several time periods. Briefly, internal services quality is dependent to type of duties and employees of an organization.

Thus, organization should provide the service requirements of the employees with high quality to make them empowerment (Babayi, 2003).

Internal services are some of the organization internal factors which affect the satisfaction of customer. These factors called “Internal services quality” and include eight components. Managers will be able to determine the activities which effect on the customer satisfaction induction.

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In this research, we will study the internal services quality in term of the employees and will recognize the relationship of it with the serving capability of employees to the customers.

### Literature of Research

#### Components of Provided Services For Employees

Providing the best services in the job environment needs some facilities of organization to the employees which are considered as internal customers. These facilities are able to increase satisfaction of external customers. In this section, these facilities and equipment were studied.

#### Tools

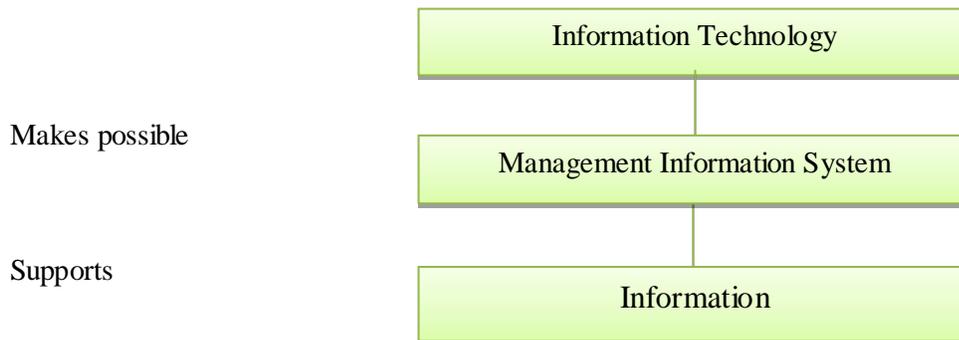
Tools and equipment that are provided to serve the customers, by organization involve the information and informative systems.

#### Information

Informational partnership as an organization leader's duty to give efficient information to their employees is considered as the first column for making employees able the workers. Otherwise, employees never are involved in the successful management of organization and the organization never is capable. Confidence, intimacy and responsibility are the results of participating employees in the information; otherwise, the non-confidence is created. This atmosphere leads to disruption in deciding because persons, who haven't enough information, aren't able to make correct decisions.

#### Information Systems

Progression in information technology and its dependent branches developed different solutions for working environments, currently. The most important solution for facilitate information circuit, monitoring and controlling them are information systems. Information systems are some soft wares which facilitate collection, recovery and controlling data in organizations, using the computers and data banks. Increasing ability of managers and employees and also reaching to the aims of the organization with high revenue are the basal aims of using the informational systems. Information technology, information systems and information relations are represented as the diagram in below:



**Figure 1: The relation of information technology, information systems and information (Sarrafizadeh, 2007)**

### Organizational Connections

Horizontal and vertical internal connections of organizations are considered to provide better services for customers were considered in this study. Most of organizations have different units to provide the services for customers and one or two persons work in each unit. Connections in the organizations involve transmission of information from a person to other person and from a unit to the other one. Quality of information is dependent to the transmission ways, because the output of a unit may be the input of the other unit, so that, units of organization connect like the rings of a bond. While a disturbance occurs in a unit may cause the disturbance in other units. Organizations and persons can do different activities to solve the connection problems and improve them. Using the active listening technologies in all

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connections, improvement the bottom-up connections and applying the new evolutions of the information technology, are the most sensible activities.

#### **Train**

Train is the most suitable method for developing the skills and abilities of employees which leads to increase the quality of services or productions. Excessive training causes the high expectations and reduces the motivation of employees (Chehrehani, 2009).

Training the employees increase their skills for doing the organizational practices.

Training to organization people not only produces more products and services, but reduces the waste and avoids the wasting of materials and supplied and provide the using of tools and machines (Asadollah, 2005).

#### **Goal Alignment**

Alignment of managers and employees goals with the predicted aims for organization is essential for succession of organization. Lower alignment of these important elements cause to reduce the quality of output products and services and quality reduction is the most important factor for reducing the customer's satisfaction (Chehraghani, 2009).

It is recommended that managers hold up monthly or weekly meetings with their employees to ensure of goals alignment. In these meetings employees can refer to their job related problems and their opinions about the better ways of doing things. Some information about the level of organization achieving to aims and the roles of employees at these successions, should be given to employees, so that people know their part in achieving the goals (Lobof, 2003).

#### **Rewards and Recognitions**

Based on formal definitions, rewards are the values of work results for individuals. A motivated work environment is full of rewards that help to realization of their performances for achieving the aims (Shermerhorn, 2003).

Enhancing the performance of employees is one of the fundamental aims of an organization towards realization of its strategies. Some elements such as motivation, capability and environment are interfered to enhance the employee's performance level and each factor can damage their performances.

Motivation play more important role among mentioned factors because motivation is one of the fundamentals of the behavior. In simple terms, people with high motivation are hard working and people without motivation don't try (Rhubins, 2008).

#### **Policies and Procedures**

Policies can be considered as the facilitation of the serving to customers (Halool, 1996). In other words, policy is the general solution for activation which determines the people activation orders to achieve the goals. Policy may be comprehensive or be about personal and limited affairs. Procedures may limit to an especial order or different orders of a specific topic.

Policies and procedures are interrelated sequential steps which are obeyed to realize their job duties and are developed to ensure the standardization of job procedures (Rhubines, 2006).

#### **Management Support**

Hee Yon Biti's (2001) pattern represented two cases related to job satisfaction and employees serving quality:

1. Management support represents level of the management support of the staff and their attention to them.
2. Service atmosphere means employees collective opinion about the value organization attention to them.

As we see, not only affect the job satisfaction, but is effective on the performance of employees. However, management support affects both tries of the employees to serve and their opinions about the job satisfaction (Hamidiyan, 2005).

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**Figure 2: Effect of management on service quality (Hamidian, 2005)**

**Teamwork**

In this study cooperation of individuals and unite at urgency times were considered as teamwork. Teamwork means activations of two or more people which are connected, dependent and collected to achieve special goals (Rhobins, 1999). Team can be a very large informational resource due to amplitude, extension and depth aspects. There were many solutions and extended analysis when team contains people who work at different fields. If people in group obtain an agreement decide, it has more supports by more members. Therefore expedition in doing works and satisfaction cooperation of staffs and customers are consequences of the teamwork.

**Research Questions**

*Main Question*

Is there a relationship between the qualities of provided servings to staffs and staffs serving capability to customers?

*Subordinate Questions*

Subordinate question 1. Is there a relationship between the qualities of organization internal connections with staffs serving capabilities to customers?

Subordinate question 2. Is there a relationship between the qualities of tools that are available to staffs with their serving capabilities to customers?

Subordinate question 3. Are quality of teamwork and staffs serving capabilities to customers related?

Subordinate question 4. Are the quality of staffs training and the ir serving capability to customers related?

Subordinate question 5. Are the staffs reward and gratitude system and their serving capability to customers related?

Subordinate question 6. Are the policies and procedures quality of serving to the customers related to staffs serving capability to customers?

Subordinate question 7. Is the quality of management support for staffs related to the staffs serving ability to customers?

Subordinate question 8. Are the goals alignment quality of staffs and managers related to the staffs serving capability to customers?

**MATERIALS AND METHODS**

**Research Method**

In this study, research method is descriptive and correlation type, so that, two below methods were used:

- a) Pearson Correlation method (determination of variable relations),
- b) Multiple regression (surveying the effect of independent variables on the variable ones)

This method was used to compare the synchronic effect of independent variables (internal services quality components) on the dependent variables (serving capability to customers).

Statistical society involves staffs of governor organizations who are working in 2009, and also there are 44 organizations in this research.

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Random sampling was used to select the sample. First 354 individuals were selected using Morgan table. Since staffs number of different organizations is different, the ratios of selected individuals were determined according to the number of staffs for each organization, and then questionnaires were distributed randomly.

**RESULTS AND DIDCUSSION**

*Data Analysis*

*Main Question Test*

Is the quality of provided services to customers related to their ability for serving the customers?

H<sub>0</sub>: P=0: quality of provided services to customers doesn't relate to staffs ability for serving the customers significantly.

H<sub>1</sub>: P#0: quality of provided services to customers related to staffs ability for serving the customers significantly.

**Table 1: Pearson correlation coefficient**

Theory number	Dependent variable	Indepent variable	Calculated Pearson correlation coefficient	Error rate	Sig	Test result
1	Serving ability	Internal services quality	0.312	0.05	0.000	H <sub>1</sub> is confirmed

*Secondary Questions Statistical Test*

*First Secondary Question*

Is the quality of connections in organization structure related to the staffs serving ability to customers?

Statistical assumptions are:

H<sub>0</sub>:P=0: the quality of connections in organization structure related to the staffs serving ability to customers significantly.

H<sub>1</sub>:P#0: the quality of connections in organization structure doesn't related to the staffs serving ability to customers significantly.

**Table 2: Pearson correlation coefficient**

Theory number	Dependent variable	Indepent variable	Calculated Pearson correlation coefficient	Error rate	Sig	Test result
1-1	Serving ability	Internal services quality	0.238	0.05	0.000	H <sub>1</sub> isconfirmed

*Second Secondary Question*

Is the quality of available tools for staffs related to the staffs serving ability to customers?

H<sub>0</sub>:P=0:The quality of available tools for staffs isn't related to the staffs serving ability to customers, significantly.

H<sub>1</sub>:P#0: The quality of available tools for staffs is related to the staffs serving ability to customers, significantly.

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**Table 3: Pearson correlation coefficient**

Theory number	Dependent variable	Independent variable	Calculated Pearson correlation coefficient	Error rate	Sig	Test result
1-2	Serving ability	Quality of tools	0.275	0.05	0.000	H <sub>1</sub> is confirmed

*Third Secondary Question*

Is the quality of staffs timeworks related to the staffs serving ability to customers?

H<sub>0</sub>:P=0: The quality of staffs timeworks is related to the staffs serving ability to customers, significantly.

H<sub>1</sub>:P#0: The quality of staffs timeworks isn't related to the staffs serving ability to customers, significantly.

**Table 4: Pearson correlation coefficient**

Theory number	Dependent variable	Independent variable	Calculated Pearson correlation coefficient	Error rate	Sig	Test result
1-3	Serving ability	Quality of teamwork	0.167	0.05	0.000	H <sub>1</sub> is confirmed

*Fourth Secondary Question*

Is the quality of staffs training related to the staffs serving ability to customers?

H<sub>0</sub>:P=0: The quality of staffs training isn't related to the staffs serving ability to customers, significantly.

H<sub>1</sub>:P#0: The quality of staffs training is related to the staffs serving ability to customers, significantly.

**Table 5: Pearson correlation coefficient**

Theory number	Dependent variable	Independent variable	Calculated Pearson correlation coefficient	Error rate	Sig	Test result
1-4	Serving ability	Quality of training	0.280	0.05	0.000	H <sub>1</sub> is confirmed

*Fifth Secondary Question*

Is the quality of gratitude and rewards for staffs related to the staffs serving ability to customers?

H<sub>0</sub>:P=0: The quality of gratitude and rewards for staffs isn't related to the staffs serving ability to customers, significantly.

H<sub>1</sub>:P#0: The quality of gratitude and rewards for staffs is related to the staffs serving ability to customers, significantly.

**Table 6: Pearson correlation coefficient**

Theory number	Dependent variable	Independent variable	Calculated Pearson correlation coefficient	Error rate	Sig	Test result
1-5	Serving ability	Quality of gratitude and rewards	0.149	0.05	0.008	H <sub>1</sub> is confirmed

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*Sixth Secondary Question*

Is the quality of Policies and procedures for providing services to customers in organization related to the staffs serving ability to customers?

$H_0:P=0$ : the quality of Policies and procedures for providing services to customers in organization isn't related to the staffs serving ability to customers, significantly.

$H_1:P\neq 0$ : the quality of Policies and procedures for providing services to customers in organization is related to the staffs serving ability to customers, significantly.

**Table 7: Pearson correlation coefficient**

Theory number	Dependent variable	Independent variable	Calculated Pearson correlation coefficient	Error rate	Significant level	Test result
1-6	Serving ability	Quality of policies and procedures	-0.003	0.05	0.961	$H_1$ is refused

*Seventh Secondary Question*

Is the quality of staff management support related to the staffs serving ability to customers?

$H_0:P=0$ : The quality of staff management support isn't related to the staffs serving ability to customers, significantly.

$H_1:P\neq 0$ : The quality of staff management support is related to the staffs serving ability to customers, significantly.

**Table 8: Pearson correlation coefficient**

Theory number	Dependent variable	Independent variable	Calculated Pearson correlation coefficient	Error rate	Sig	Test result
1-7	Serving ability	Quality of management support	0.238	0.05	0.000	$H_1$ is confirmed

*Eighth Secondary Question*

Is the quality of goal alignment from managers and staffs related to the staffs serving ability to customers?

$H_0:P=0$ : The quality of goal alignment from managers and staffs isn't related to the staffs serving ability to customers, significantly.

$H_1:P\neq 0$ : The quality of goal alignment from managers and staffs is related to the staffs serving ability to customers, significantly.

**Table 9: Pearson correlation coefficient**

Theory number	Dependent variable	Independent variable	Calculated Pearson correlation coefficient	Error rate	Sig	Test result
1-8	Serving ability	Quality of goal alignment	0.287	0.05	0.000	$H_1$ is confirmed

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**Regression Test**

In this study Statistical hypothesis of regression testing is:

H<sub>0</sub>= eight independent variables of internal services, don't explain staff serving ability.

H<sub>1</sub>= eight independent variables of internal services, do explain staff serving ability.

According to the table 11, results of regression analysis showed that eight independent factors explain serving ability as 0.392 percent,

**Table 10: Regression testing results**

Multiple correlation coefficient	Determination Coefficient	Adjusted Determination Coefficient	Standard error of estimate	Sig
0.392	0.154	0.132	0.84631	0.000

**Table 11: Beta (standardized coefficient)**

Variables	Standardized coefficients	Sig
Communications	0.150	0.035
Teamwork	-0.065	0.349
Training	0.127	0.073
Management support	0.027	0.705
Tools	0.138	0.036
Gratitude and rewards	-0.055	0.396
Goal alignment	0.200	0.000
Policies and procedures	-0.036	0.505

**Table 12: Internal services quality components classification**

Row	internal services quality factors	Correlation coefficient	Row	internal services quality components	Correlation coefficient
1	Goal alignment	0.278	1	Relating policy and activity	0.330
2	Training	0.280	2	Goals alignment	0.287
3	Tools	0.274	3	Welcoming the training programs	0.275
4	Communications	0.238	4	Availability of required information	0.236
5	Management support	0.238	5	Required equipment and facilities	0.232
6	Teamwork	0.167	6	Access to Manager at required	0.226
7	Gratitude and reward	0.149	7	Inter unit communication	0.226
8	Policies and procedures	-0.003	8	Liberty and freedom at work	0.224
			9	Justification programs	0.209
			10	Communications between units	0.172
			11	Recognition and gratitude	0.171
			12	Learning at changes	0.158
			13	teamwork within unit	0.149
			14	Teamwork between units	0.139
			15	Manager tendency to listen to the problems	0.138
			16	Reward delivery	0.097
			17	Contrast between the policy and the ability of the individual	-0.135
			18	Problems arising from policy	-0.178

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Regarding to the lower level of significant level than the error level, linearity assuming of the model is confirmed. Also analysis showed that 0.15 of quality staffs serving ability depends to internal services quality provided by organization for them. Beta values represented that communications quality, tools quality and goal alignment quality affected on the staffs serving ability to customers. Goals alignment showed the most effectiveness and tools quality showed least quality.

### ***The Results of the Research Questions***

#### ***Main Question***

According to the table (1), testing statistical level (Parsons Coefficient) equaled 0.312 that it represents a significant and positive relation between the quality of internal services and staffs serving ability to customers at 95% confidence level, means 0.096 of staffs serving ability to customers is affected by the internal services quality.

Consequently relationship between qualities of provided services for staffs with the ability to serve the customer is confirmed with 95% confidence. Correlation coefficient of internal services quality was calculated by data averages from eight components of internal services quality related to the serving ability. Results showed that most of these factors are related to serving ability. Multivariate regression test indicated three effective factors in the relation of internal services quality and staffs serving ability which are goals alignment, communications and tools.

#### ***Secondary Questions Statistical Test***

##### ***First secondary question***

According to the table (2), test statistical level (Parsons Coefficient) equaled 0.238 that it represents a significant and positive relation between the quality of communications and staffs serving ability to customers at 95% confidence level, means 0.052 of staffs serving ability to customers is affected by the communications quality.

Consequently relationship between the communications in the organization structure with the ability to serve the customer is confirmed with 95% confidence and it can be realized that serving ability increase whit more emphasis on communication.

##### ***Second Secondary Question***

According to the table (3), test statistical level (Parsons Coefficient) equaled 0.274 that it represents a significant and positive relation between the quality of tools and staffs serving ability to customers at 95% confidence level, means 0.072 of staffs serving ability to customers is affected by the communications quality.

Consequently relationship between the tools with the ability to serve the customer is confirmed with 95% confidence and it can be realized that serving ability increase whit more emphasis on tools.

##### ***Third Secondary Question***

According to the table (4), test statistical level (Parsons Coefficient) equaled 0.167 that it represents a significant and positive relation between the quality of teamwork and staffs serving ability to customers at 95% confidence level, means 0.025 of staffs serving ability to customers is affected by the communications quality and it can be realized that serving ability increase whit more emphasis on communication.

Consequently relationship between the teamwork in the organization structure with the ability to serve the customer is confirmed with 95% confidence and it can be realized that serving ability increase whit more emphasis on teamwork.

##### ***Fourth Secondary Question***

According to the table (5), test statistical level (Parsons Coefficient) equaled 0.280 that it represents a significant and positive relation between the quality of training and staffs serving ability to customers at 95% confidence level, means 0.078 of staffs serving ability to customers is affected by the training quality and it can be realized that serving ability increase whit more emphasis on training.

Consequently relationship between the training in the organization structure with the ability to serve the customer is confirmed with 95% confidence and it can be realized that serving ability increase whit more emphasis on training.

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### *Fifth Secondary Question*

According to the table (6), test statistical level (Parsons Coefficient) equaled 0.149 that it represents a significant and positive relation between the quality of gratitude and reward and staffs serving ability to customers at 95% confidence level, means 0.019 of staffs serving ability to customers is affected by the gratitude and reward quality from performance and it can be realized that serving ability increase with more emphasis on rewards and gratitude.

### *Sixth Secondary Question*

According to the table (7), test statistical level (Parsons Coefficient) equaled -0.003 that it showed that significant level is greater than error level, so that the testing area is located  $H_0$ . In other words, regarding to the significant level of variable, independency of two variables cannot be declined. And it represented provided services policies and procedures quality aren't related to the serving to the customers in organization.

The relationship between the organizational policies and procedures variable and serving ability wasn't significant and also regression testing confirmed this result. More detailed reviews showed that despite the strong relationship between the major changes in policies and procedures factors with staff's activities, the policy of workplace is in conflict with the ability of staff for serving the customers, so that decisions will be difficult to achieve. In other words, whenever policies and procedures of serving are changed and staffs recognized these changes more coordinated, then their serving abilities will increase.

### *Seventh Secondary Question*

According to the table (8), test statistical level (Parsons Coefficient) equaled 0.237 that it represents a significant and positive relation between the quality of management support and staffs serving ability to customers at 95% confidence level, means 0.052 of staffs serving ability to customers is affected by the management support quality and it can be realized that serving ability increase with more emphasis on management support.

Consequently relationship between the training in the organization structure with the ability to serve the customer is confirmed with 95% confidence and it can be realized that serving ability increase with more emphasis on management support.

### *Eighth Secondary Question*

According to the table (9), test statistical level (Parsons Coefficient) equaled 0.287 that it represents a significant and positive relation between the quality of goals alignment and staffs serving ability to customers at 95% confidence level, means 0.087 of staffs serving ability to customers is affected by the management support quality and it can be realized that serving ability increase with more emphasis on goals alignment.

Consequently relationship between the goals alignment with the ability to serve the customer is confirmed with 95% confidence and it can be realized that serving ability increase with more emphasis on goals alignment.

## **Suggestions**

1. Regarding to the meaningful relationship between the internal services quality and staffs serving ability, it is suggested that city governor organization should have more and better considerations about these factors to enable staffs of the organizations in the serving.
2. It is recommended that individuals align their goals with organization, because the goals alignment had highest correlation coefficient with serving ability. Discussing with staffs and asking them to suggest the efficient pathways for achieving the organization goals, is the best option.
3. Since there is a positive relation between the training and serving ability, it is recommended that organizations increase the quality of training programs and set them according to the staffs and organization requirements.
4. The positive and meaningful relation of management support and serving ability represented the staff's satisfaction of supporting by managers. While correlation of access to the managers when required and the liberty and freedom at workplace, is more than the managers tendency for listening and solving

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the problems of staffs, so that, it is suggested that managers solve the staffs problems about the workplace to increase their serving ability to customers.

5. About the tools, it can be recommended that to avoid the problems when using the tools of organization should learn the present tools using instructions before equip the workplace with novel and progress tools.

6. Regarding to the positive relation between the gratitude and rewards and serving ability, it is suggested that effective method for gratitude and rewards such as promotion, vocations and monthly appreciating of active staffs are used to encourage them.

7. Findings showed that teamwork and serving ability are related significantly. But the correlation level of this factor is lower than other factors, so that spirit of team works is low in organizations. Now, it is recommended that managers encourage staffs for having team works, because, high teamwork lead to high serving ability.

8. Results showed that their isn't relationship between the policies and procedures and the serving ability while results of table 12 expressed that there is a strong correlation between that first component of this factor, therefore it is suggested that organization policies showed be clear and obvious and realizable for all staffs. Additionally responsibility region of individuals and organizations should determine accurately.

9. Positive and meaningful correlation of communications and serving ability showed the important role of communications (specially inter unit). Therefore it is recommended that managers recognize the obstacles of communications in the organizations and solve them. Because today the duties of the unite are complex together and that obstacles make big problems in optimum services.

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