

An Investigation into the Relationship among Motivational Ability of Service Provider, Job Empowerment and Burnout and Customer Satisfaction

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Abstract. This study aimed to investigate the relationship among motivational ability of service provider, empowerment and job burnout and customers' satisfaction so that a suitable approach will be provided to help service oriented organizations for customer satisfaction and achievement of organizations' objectives. In this study, the branches of Bank Saderat Iran (BSI) across the country were considered as the study population. Through Morgan and Krejcie Table, the statistical sample was selected at two levels: first, 384 employees with at least three years working at the bank and second, 384 customers having a bank account for at least three years. The study methodology was correlational in which two questionnaires were used to independently and separately collect information. The first questionnaire was a researcher-made which examined the independent variables in the present study. This questionnaire is a combination of standard available questionnaires for such variables applying the opinions of professors and advisors in the field. The second one was SERVQUAL questionnaire to measure customers' satisfaction. Their Cronbach's alpha coefficients were obtained as 863% and 874%, respectively which are considered as high reliability. Finally, the data were analyzed using SPSS software and to test the study hypotheses, Pearson and Regression tests were run. The following results were obtained: there was a significant and positive relationship between motivational ability of service provider and empowerment with customers' satisfaction, while there was a significant and negative relationship between job burnout and customers' satisfaction i.e. by increasing job burnout in employees, the rate of customers' satisfaction decreases and it was also determined that increasing employees empowerment leads to a reduction in job burnout.

Keywords: Motivational Ability of Service Provider, Employees Empowerment, Job Burnout, Customers' Satisfaction.

1. INTRODUCTION

Motivation is a basic issue and concept in human capital management. There exists a bulk of research on motivation in which motivational techniques used by managers were both theoretically and experimentally discussed to improve individuals' performance by various scientists. Theorists recognize the effective management of human resources as the key to organizational success and despite the rapid movement of organizations toward technology, the role of human has been considered more and more as a vital and strategic factor of the organization. Thus, taking customer's satisfaction and making them more interested in the tenure job and as a result, meeting the organizational objectives are very important. Job burnout is a result of repetitive and permanent job pressure. In this regard, a person feels pressure in his workplace due to internal and external factors and it is continuous, permanent and finally, becomes burnout. Job burnout is defined as the lack of energy and vitality and the person feeling job burnout demonstrates a disorder feeling toward doing professional behavior [1].

Empowerment is the performance of continuous optimization of an activity. Accordingly, individual' decisions and the effort of all employees throughout the organization around a common objective is empowerment [2]. It is obvious that the prosperity of any society lies in the improvement of its human resources [3].

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Smart bankers found that we can be hopeful to have a purchaser for any service. Market and marketing management defied his objectives based on the customers' satisfaction and meeting their needs.

In this regard, Richard Whitley stated that today's business world has fundamentally changed. It is a long time that we hear we have entered the competitive area in which supplying internal customer's satisfaction is necessary not only for success in business but also for its survival [4].

1.1. Statement of the problem

Customers' satisfaction is as the most important factor in the survival of companies and satisfaction is undoubtedly influenced by the manager to attract and create customers' satisfaction. Concern for customer retention is the most important factor of success in any institution. The main priority of the company should be to attract and retain customer [5].

Success in the competitive world belongs to the companies which recognize that customers are the greatest asset of any institution. Tom Peters, one of the great thinkers in management argues that customers look at your actions not your speech. The message is crystal clear. If a company claims to have commitment to providing high quality services to customer and yet, its management behavior is in a way that it shows this issue is not its true priority, it cannot be said that this is a serious commitment and it is sensitive against its customer [5].

Deep attention to customer as well as customer orientation is today the secret of trade and industry world. This thought is considered as large driving force in all ambitious companies and "Customer First" motto is as the way to achieve competitive advantage [6]. In today's competitive era in which organizations are trying to overtake other competitors in achieving a larger share of market sources, banks are not exceptions in the rule and should get solutions to get ahead of other competitors [5] by which they can get more satisfaction in customers which will finally lead to attract more customers and deposit in banks.

According to what was mentioned before, it should be noted that in fulfilling the study, we want to find what relationship exists among motivation to take power, employee empowerment, and job burnout with customers' satisfaction as a competitive advantage in Bank Saderat Iran (BSI)?

1.2. Theoretical framework

2.1.1. Motivation to take power

Various theories suggest that motivation to take power has a determining position in the organization and organizational culture. Motivation to take power is in the service provider, willing to holding employment affairs, giving orders to employees in order to satisfy individual needs. According to "Bertrand Russell", as the concept of energy is a fundamental concept in physics, the concept of power is also a fundamental concept in social sciences. Power is the talent of the possibility to influence others [7]. In other words, power is the talent to push others' behavior to one's own demands. For this reason, power is a relational concept i.e. the concept of power always expresses the relationship between parties, [8] and alone and without relationship with others cannot be said that a one is powerful. The power of a person can be understood only in connection with others[9]. If a person can lead others to treat toward what he has determined, it can be said that he is powerful [10].

Power is the use of others in response to the organizational plans and functions, in other words, power is the ability to command and use others for what we want [11].

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2.1.2. Job burnout

In the definition of job burnout, Faryr argues that job burnout is a state of physical, emotional and mental fatigue [8] that emerges as a result of direct and long-term exposure of people to people and to condition that is emotionally exhausting [12]. According to Maslach and Jackson, job burnout is the reduction of one's adaptation by stress factors and physical and emotional fatigue symptoms [13],[7].

Freudenberger is the first person who used job burnout with today's theme in 1975 and considered job burnout as a state of physical and emotional exhaustion derived from the conditions in the workplace [13], [7].

Job burnout is physical, emotional and mental tiredness following a hard work position in a long run. This symptom is a condition in which individuals' power and ability is low and their willingness to do work and activity reduces [14].

Job burnout can be literally defined as the erosion of mental powers that sometimes is associated with depression and suffers from attempt to help mental diseases or individuals under mental stress [15].

Job burnout is the symptom of excessive emotional exhaustion followed by years involving and committing to work and people [16].

In other words, job burnout is physical, emotional and mental tiredness following a hard work position in a long run. This symbol is a condition in which individuals' power and ability is low and their willingness to do work and activity reduces [16].

2.1.3. Empowerment

The first formal definition of empowerment refers to 1988 in which empowerment was considered as the delegation of authority in the role of organization in which this authority should be granted to a person or be observed in his organizational role. Such empowerment means individuals' enthusiasm to accept a particular responsibility that was first informally interpreted as responsiveness [2].

Employees empowerment is a technique used to increase productivity [17] through enhancing employee commitment to the organization and vice versa by managers [18]. This method is a valuable method that makes balance between the complete control of management and freedom of employees. It is also the tool which makes organizational objectives aligned and through which employees believe that the organization's development provides their benefits [19]. Empowerment is a management approach which gives workers an essential authority so that they will make decisions [20]. In other words, empowerment is the delegation of authority to non-managers to adopt important organizational decisions in which employees are grouped in team and then, for self-management activities such as employment, firing, training, determining objectives and evaluating the quality of the results, the full responsibility is given to the team [21].

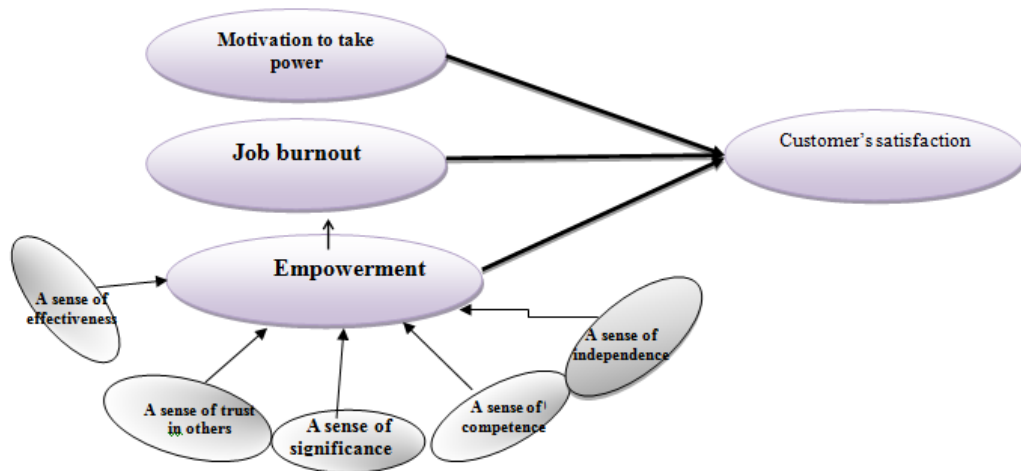
2.1.4. Customer's satisfaction

According to Cutler, satisfaction is a level of one's emotional state obtained from comparing cognitive function or result of a product/ service in relation to one's expectations.

Customers should be taken into account as the reason of the existence of the organization. They are the objective to create and improve the products. The manufacturing of products or services that do not meet customers' needs and expectations should be considered as institutional wastes. So, customers' satisfaction should be considered as the objective and driving force of organizational development. In turbulent and volatile environments, organizations should not only be customer orientation but also think on more than customer's expectations in a way that they can act more successfully in competition with others. Moving beyond customer's satisfaction is today called customer ecstasy i.e. a phenomenon that seems to gradually become a requirement in today's competitive environments [15].

1.3. Conceptual model

The conceptual model used in the current study taken from Dana model (2006) is as follows:



1. An Investigation into the relationship between motivation to take power in the bank's employees and customers' satisfaction of Bank Saderat Iran (BSI)
2. An Investigation into the relationship between job burnout and reduction in customers' satisfaction of Bank Saderat Iran (BSI)
3. An Investigation into the relationship between bank's employees empowerment and customers' satisfaction of Bank Saderat Iran (BSI)
4. An Investigation into the relationship between bank's employees empowerment and job burnout of Bank Saderat Iran (BSI)

1.4. The study hypotheses

- There is a relationship between motivation to take power in employees and customers' satisfaction.
- There is a relationship between job burnout and customers' satisfaction.
- There is a relationship between employee's empowerment and customers' satisfaction.
- There is a relationship between the sense of independence in employees and customers' satisfaction.
- There is a relationship between the sense of effectiveness in employees and customers' satisfaction.
- There is a relationship between the sense of competence in employees and customers' satisfaction
- There is a relationship between the sense of significance of activities of the employees and customers' satisfaction

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- There is a relationship between the sense of trust in others in bank's employees and customers' satisfaction
- There is a relationship between employees empowerment and job burnout.

1.5. Methodology

This is an applied study which is descriptive-correlative in terms of data collection. The study population includes:

- The employees of Bank Saderat Iran (BSI) with more than three years of work experience including 8000 persons.
- The customers of Bank Saderat Iran (BSI) with the experience of at least 3 years including 5000 persons.

The sampling method was cluster-random and to calculate the sample size, Morgan and krejcie table was used [22] Accordingly, the sample size was 384 employees of Bank Saderat Iran (BSI) for the first questionnaire i.e. motivation to take power, employee empowerment, and job burnout and 384 for the second questionnaire i.e. customers' satisfaction.

In the present study, library resources have been used to gather information for theoretical foundations and questionnaire for data collection.

In data analysis, two descriptive and inferential statistical methods were used in which first descriptive statistics (mean, median, frequency table, variance, Histogram) were run to explain the data and then, inferential statistics were used to test the study hypotheses using SPSS software. In this regard, Kolmogorov-Smirnov test was run to examine the normality of correlation among variables and Regression and Pearson tests were applied to determine and investigate the correlation between data.

1.6. Validity

The validity of the test refers to the capability of the desired instrument to measure the attribute for which the test has been made to measure [23].

To increase the validity, after being formulated, the questionnaire was observed by a group of specialists and experts and their opinions as well as the variables in the whole structure of the questionnaire were collected and used in the modification of the questionnaire.

1.7. Reliability

Dependability for which terms such as reliability and stability has been used is one of the attributes to measure the instrument (questionnaire or interview). In this study, in order to determine the reliability of the questionnaire, Cronbach's alpha was used. For this purpose, two trial versions including 30 ones of each questionnaire was implemented as pre-test and then, using the data obtained from the questionnaires and using SPSS software, the reliability of each questionnaire was calculated that the obtained results can be observed in Table 1.

Table 1. Cronbach's alpha coefficient of the study variables.

	Variable	Cronbach's alpha
The first comprehensive questionnaire	Motivation to take power	0.84
	Job burnout	0.82
	Psychological empowerment	0.93
	Validity of The first questionnaire	0.863
The second comprehensive questionnaire	Customers' satisfaction	0.874

According to the above table, the questionnaire applied has a very high reliability.

1.8. Inferential results

In this part, the study hypotheses were studied and in so doing, the normality of the collected data was examined. For examining the assumption of the normality of the data, the results of Kolmogorov-Smirnov test are given in Table 2.

Table 2. Results of Kolmogorov-Smirnov test to examine the normality of the collected data.

Variable	z-value	Level of significance
Job burnout	1.02	0.092
Motivation to take power	1.048	0.081
Empowerment	1.078	0.069
Customers' satisfaction	0.964	0.123

The results presented in the above table suggest that the data collected in the variables was consistent with the model of normal data. Therefore, the assumption of normality of data was established.

2. THE STUDY HYPOTHESES

2.1. There is a relationship between motivation to take power in the bank's employees and customers' satisfaction.

Table 3. Results of Pearson correlation test to examine the relationship between motivation to take power in the bank's employees and customers' satisfaction.

Independent variable	Dependent variable	The sample size	Correlation coefficient	Level of error	Level of significance
Motivation to take power	Customers' satisfaction	384	0.722	0.01	0.01

As it can be observed, there is a significant and positive relationship between motivation to take power and customers' satisfaction which is equal to 0.722 ($P < 0.01$ and $r = 0.722$). Thus, it can be said that the researcher assumption i.e. there is a relationship between motivation to take power and customers' satisfaction is approved.

2.2. There is a relationship between job burnout and reduction of customers' satisfaction.

Table 4. Results of Pearson correlation test to examine the relationship between job burnout and customers' satisfaction.

Independent variable	Dependent variable	The sample size	Correlation coefficient	Level of error	Level of significance
Job burnout	Customers' satisfaction	384	-0.674	0.01	0.01

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The results presented in Table 4 shows that the relationship between the two variables (job burnout and customers' satisfaction) is equal to -0.674 which implies a significant and negative relationship between the two variables ($P < 0.01$ and $r = -0.674$) that is increasing job burnout among employees reduces customers' satisfaction. Thus it can be said that the researcher's assumption is approved.

2.3. There is a relationship between employees' empowerment and customers' satisfaction.

- There is a relationship between the sense of independence in bank's employees and customers' satisfaction.
- There is a relationship between the sense of effectiveness in bank's employees and customers' satisfaction
- There is a relationship between the sense of competence in bank's employees and customers' satisfaction
- There is a relationship between the sense of significance of activities of bank's employees and customers' satisfaction
- There is a relationship between the sense of trust in others in bank's employees and customers' satisfaction

Table 5. Results of Pearson correlation test to examine the relationship between employee empowerment and customers' satisfaction.

Variable	A sense of competency	A sense of independence	A sense of effectiveness	A sense of significance	A sense of trust in others	Customers' satisfaction
A sense of competency	1					
A sense of independence	**0.72	1				
A sense of effectiveness	**0.837	**0.8	1			
A sense of significance	**0.66	**0.848	**0.75	1		
A sense of trust in others	**0.63	**0.92	**0.71	**0.89	1	
Customers' satisfaction	**0.67	**0.662	**0.735	**0.649	**0.6	1

** $P < 0.01$

To assess the relationship between employee empowerment and customer satisfaction, the results of correlation test have been given in Table 5. The coefficients have been provided for the subscales of empowerment. As it can be observed:

There is a positive and significant relationship between the sense of competence and customers' satisfaction ($P < 0.01$ and $r = 0.67$). There is a positive and significant relationship between the sense of independence and customers' satisfaction ($P < 0.01$ and $r = 0.662$). There is a positive and significant relationship between the sense of effectiveness and customers' satisfaction ($P < 0.01$ and $r = 0.735$). There is a positive and significant relationship between the sense of significance and customers' satisfaction ($P < 0.01$ and $r = 0.649$). There is a positive and significant relationship between a sense of trust in others and customers' satisfaction ($P < 0.01$ and $r = 0.6$). So, given all the correlation coefficients, it can be said that the researcher's assumption i.e. there is a relationship between employees' empowerment and customers' satisfaction is approved.

2.4. There is a relationship between employee empowerment and job burnout.

Table 6. Results of Pearson correlation test to examine the relationship between employees’ empowerment and job burnout.

Independent variable	Dependent variable	The sample size	Correlation coefficient	Level of error	Level of significance
Empowerment	Job burnout	384	-0.708	0.01	0.01

The results presented in Table 6 shows that the relationship between the two variables is equal to -0.708 ($P < 0.01$ and $r = -0.708$) that suggests a significant and negative relationship between the two variables that is increasing employees’ empowerment reduces customers’ satisfaction. Thus it can be concluded that the researcher’s assumption is approved.

3. REGRESSION

Table 7. Results of stepwise regression to predict customers’ satisfaction based on motivation to take power, empowerment and job burnout.

Prediction variables	Dependent variable	Correlation coefficient	Coefficient of determination	Beta value	Constant value	T	Level of significance
Job burnout	Customers’ satisfaction	0.776	0.602	67.41	-0.435	-5.41	0.01
Motivation to take power					0.445	4.09	0.01
Empowerment					0.386	4.98	0.01

Constant and Beta values have been presented in this table. As it can be seen, the coefficient of determination is equal to 0.602 suggesting that 60.2% of changes in the customers’ satisfaction can be predicted by the predictive variables. Given the prediction equation in regression ($y = a + bx$), constant value (a) and values (b) are required for predicting the criterion variable (customer’ satisfaction) that in this table, the constant value is equal to 67.41 and Beta values are -0.435, 0.445, and 0.386 for each of the predictive variables of job burnout, motivation to take power, and psychological empowerment, respectively.

4. CONCLUSION

The present study examined the relationship among motivational power of service provider, empowerment and job burnout with customers’ satisfaction through offering four hypotheses. The obtained results showed that there was a correlation between motivation to take power in employees and changes in the level of customers’ satisfaction equal to 0.722. As a result, it can be claimed that there is a relationship between motivation to take power in employees and customers’ satisfaction. Also, the correlation between job burnout of bank’s employees and changes in the level of customers’ satisfaction equal to -0.674 indicates that there is a negative and significant relationship between the two variables. Thus, it can be claimed that increasing employees’ job burnout reduces the level of satisfaction in bank’ customers. To investigate the employees’ empowerment, five components of the sense of competency, independence, effectiveness, significance, and trust in others were examined. Coefficients provided in the separation of subscales of empowerment show that the sense of effectiveness has the most relationship with customers’ satisfaction while the sense of trust in others has the least relationship with it. So, given all the provided correlation coefficients, the presence of positive and significant relationship between these two variables can be confirmed. Finally, the relationship between employee empowerment and changes in their job burnout was investigated and correlation equal to -0.708 reveals that there is the significance and negative relationship between the two variables that is increasing empowerment among employees reduces job burnout. The coefficient of determination equal to 0.602 shows that 60.2% of changes in customers’ satisfaction is predicted by predictive variables.

5. RECOMMENDATIONS

1. According to the results obtained from inferential statistics in relation to job burnout indicates that the mean observed value has been assumed almost equal to the mean and its relationship with motivation to take power, empowerment and customer satisfaction is negative. It is recommended that:

- A) To hold training courses on the management of job stress to reduce emotional stress
- B) To minimize the number of referring clients by mechanizing the system and updating the web-sites of banking services
- C) To design and perform training courses to realize organizational ethics chapter and observe the respect to clients
- D) Bank takes action to design a career path with the aim of job rotation, job expansion and job enrichment employees.
- E) Bank create and institutionalizes the necessary measures to establish the quality of working life

2. According to the mean obtained in the component of motivation to take power being more than the assumed average and on the other hand, the positive and high relationship between motivation to take power, job satisfaction, empowerment, it is proposed that the bank not only continue the available status but also to strengthen it:

- A) Consider the charismatic features of directors in their appointment
- B) Put training courses as leadership on the agenda
- C) Invite successful and recognized managers within and outside the system to present their successful experiences in the training courses
- D) Pay special attention to psychological and demographic features in the appointment of directors. Therefore, to realize this issue, it is recommended that some job standards be designed.

3- According to the mean of customer satisfaction that is far more than the assumed mean and the positive and high relationship between the sub-components of empowerment, motivation to take power, and a negative relationship with job burnout, it is recommended that:

- A) Pay particular attention to providing services in terms of speed, accuracy and precision, and perform the related training courses for executive employees
- B) Design and implement training courses of relationship management with customer with the aim of learning ability to establish verbal and non-verbal communication with the national language
- C) Managers have follow-up monitoring in the realization of symbols such as suitable and beautiful office equipment, uniform coverage with appropriate quality

D) Make documents of the stages of work and time consumed in the work to the work flow and pleasantly give it to customers through branches or sites

E) Design training courses about professional ethics and implement them for the employees

F) Design training courses to strengthen accountability and implement them for the employees

G) Implement seriously the system of accountability for cases of malformations without any discrimination.

4- According to the mean of empowerment which is more than the assumed mean and its high and positive relationship with motivation to take power and customer satisfaction and negative relationship with job burnout, it can be recommended that:

A) Given that the sense of competency is higher than mean and its negative relationship with job burnout, it is recommended that ergonomic and ergonomics in organization become outstanding and implemented

B) According to the mean obtained from the sense of independence as a component of empowerment, it is suggested that job features such as feedback, the importance of job, diversity, job identity and independence be strengthened to do job more than available status.

C) The mean from the effectiveness as one of the components of empowerment, it is suggested that people be emotionally and physically involved in the affairs of organization more so that the feeling of effectiveness will manifest more than available status.

D) According to the very high mean of the sense of significance in empowerment, it is recommended that the available status ne continued with the same quality.

E) To strengthen the sense of trust in others, managers and employees should be able to realize each other's expectations; therefore, it is proposed to establish transparency as a component of good governance in the organization and to remove the space of insiders and non-insiders from the organization.

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