

# Relationship between quality of employees work life (QWL) and customer delight management (CSM)(Case Study line units SSO)

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## ABSTRACT

This study aimed to investigate the relationship between quality of employees work life (QWL) and customer delight management (CSM) of Social Security system. Research sample were hospital personnel in Tehran SSO line units and their clients for selecting population use random sampling and Method of data collection is Cochran formula. Data collected by the research questions and T- test, Friedman and regression test. Results of t- student test and regression showed positive and significant relationship between the components of proposed management of customer delight with the quality of employee work life. The above results indicate the appropriate variables compensation to employee's fair, safe and healthy working conditions, social cohesion in the organization, individual rights, creating organizational commitment and skills of learning is directly related to customer delight. Results of Friedman and beta test standard, show priority ranking of the components of quality of working life in creating customer delight as follows: Using the skills of learning and changing priorities in order to preserve the individual rights of employees, good fair pay, social cohesion in organization, creating organizational commitment and safe working conditions is effective. For employees in customer delight.

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## 1. Introduction

What customer receives and degree to which expectations have been met, largely depends on how the service is concerned. 2-9004ISO standard highlight the important role that is caused by the individuals involved, it said in 1-2-3-5 clause: "In a service organization ...behavior and function individuals directly affect the quality of service" (ArefKashfi, 2005: 2). Human resources are as sources of durable, non-trading and what it cannot be replicable. Stable and endurable competitive key to develop are human resources. Human are appropriate and intelligent assets for organization. Undoubtedly, these assets use their maximum capacity when placed in a joyful, effervescence, challenging, away from stress environment.

Attitudes and perceptions effect of people towards their work environment and job delight and happiness or unhappiness. High or low levels of quality depend of working life feeling, attitudes and perceptions. On the other hand the quality of working life and the importance of the fundamental issues of human resource management is as a composite variable and in their complex interactive effects of structural, psychological and social, (BazazJazaeri, 2006: 2). Thus, several studies suggest that when considering quality of working life, improve customer delight and inattention to it, and will fall, so this research has examined the consequences relationship between two issues.

### Review of Literature

Goodwin's 2007 survey of 100 organizations conducted to evaluate the quality of employee working life. Results show that satisfied employees in their working environment work with more interest

ratio and are loyal to organization. Kavae and Thomas in 2007 studied quality of working life of employees in Shanghai, China in 8 organization. The results showed that meet the needs and satisfy all three requirements prestige of important factors, including economic needs, Health and knowledge were ranked as an important factor in job delight. Research by Chi rose et al in 2006 done on 475 managers in Malaysia free trade area for investigating relationship between quality of employee work life and career showed three variables :job delight, career success and balance is effective in work life. The ability to derive job (Alizadeh et al, 2008: 22).

In a dissertation entitled "review the Effect of fairness in the effectiveness of services to satisfy customers 'said That justice is one of the most important indicators of overall staff delight organization (Zeinali, 2004: 87).In an article entitled " quality of working life and its relation to the performance and productivity of organizations" reads: "The organizations that emphasize to promotes quality of life for employees, have greater growth and performance" (Madanipour, 2002: 10).

### Research hypotheses

#### Main hypothesis:

There is a significant relationship between working life (QWL) and Customer Delight Management (CSM)

#### Alternative hypothesis:

1. Appropriate pay to staff will be effective on customer delight.
2. Safe and healthy working conditions increased customer delight.
3. Customer delight is effective on increasing social cohesion in organization.
4. Protecting the rights of individual employees will be effective to increase customer delight.

5. Create an organizational commitment is effective on customer delight.
6. Take advantage of learning skill, increase customer delight.

#### **Opinions about quality of working life**

##### **Theory by Harold Kountze**

One of the coolest ways to motivate employees, is program (QWL). This quality represents is a kind of system design jobs and a promising way to expand the scope of employment is rooted in technical systems approach - community management. QWL not only is a wide range of attitudes and career development but also is interdisciplinary field of study and practice of psychology, organizational development, motivation, leadership theory and industrial relations that link together (Technology and Culture, 1370: 256).

##### **Mintzberg's theory**

In designing work has been argued that the needs of people place in low levels of Maslow's hierarchy, whose needs placed in level of safety requirements, and never goes beyond do superior professional careers. Because of this QWL issues become outstanding. Increasing the level of education being made the citizens of industrial societies at the top of Maslow's hierarchy as a result, need to self-discovery in job delight.

QWL other researchers at four characteristics are summarized below:

- 1 - Safety and security, including job security, physical and mental safety,
- 2 - Equality and fairness of payments
- 3 - field of education, skills and continuous learning opportunities
4. Democracy and participation in the decision-making (faqih, 1991: 52).

##### **Stephen Robbins theory**

The content and design jobs, for centuries, has attracted engineers and economists. For example, Adam Smith over 200 years ago written in the economic system and specialized occupations divided into smaller and smaller pieces. At the beginning of the present century, Frederick Taylor's noted scientific management jobs and keeping things in arrangement. In the 1950 business plan is essentially synonymous with specialization. But in the last thirty years, psychologists, sociologists and other social scientists quiet their minds were directed toward human needs this is in addition to humanitarian issues in the context of employment specialists' work has led to specialization. Today we have called another alternative to the quality of work life (QWL). The label is used to express the idea of QWL recent jobs plan to increase employee delight and his production talents (Kabiri, 1990: 77-78).

##### **Lawler theory**

He noted QWL as a means of improving relations between management, and labor. Because of this use QWL projects to increase the participation of employees in organization. View the QWL of his projects is as follows: 1 - Structure of the Joint Committee, including the Union's goals, objectives and management of common goals 2 - project plans to trial, in the sense that QWL projects often begin with pilot projects. 3 - Training Programs QWL 4- level of changes: a sociological approach to QWL have outstanding contributions. These methods are implemented by social psychologists and thereby try to make clear the importance of the rational integration of organizational life (Lawler, 1982: 37).

##### **Importance of Working Life quality**

Due to the quality of working life will be open to all members of the Hungarian and the same has been created for this purpose in decisions that affect their jobs and the environment, contribute to job delight and further work and decreases work-related stress,. This focus reflects importance that people attach to their quality of work life (Dolan and Schuler, 1997: 351). If employees do not have the opportunity to develop their ideas and at least do not involve in qualitative decisions, cannot be expect a desirable response from them. Also, adjust and fix the shortcomings of the above, improving their performance and decrease stress, turnover and absenteeism (Krahn & Lowe, 1998: 89).

#### **Model for measuring quality of working life**

##### **Model of R.E. Walton**

Walton is as one of the leading researchers, after much research and survey indicators suggest that they will provide access to QWL in any organization. These indicators are: fair pay, legalism, continued growth opportunities, social involvement, security, development of individual capabilities, safety, social integration (Kasai, 2006: 123).

##### **Achio Model**

According to Hersey and Goldsmith beliefs Achio model present a clear representation of performance, to directors. If it is determined that there is a problem, should be analyzed before the final manager set certain duties to individuals. Achio model benefited of two factors in, performance management equation:

A - Feedback: followers should not only be aware of what they want to do but also, they should know how to act. Feedback, is a formal training and performance evaluation.

B - Credit: Managers must be able to influence decisions affect their jobs and working people, the evidence required to justify them. You also need to continually check the validity of the staff necessary to carry out their actions. Achio seven factor model can be effective in this regard. These seven factors are: Ability, knowledge and skills. Clarity of thought or understanding of the role of aid: organizational support, motivation, desire or motivation, evaluation, performance, reliability and timeliness: The staff and authentic environment (ibid: 124).

##### **Lawler model**

Lawler (1982) suggested that an easier way for organizations to achieve some sign of quality of working life is to measure Regular absence, relocation, accidents, employee delight levels and spending on education And staff development and quality of life variables that seem to be working. Maintaining the quality of working life in the corporate budget is paying a heavy price. Good and sufficient wages, benefits and the health and safety of all programs are costly. Is it possible that these elements are maintained at high levels Sufficient to cover the cost of additional resources and organizational work? Fans of quality of work life for their answer is yes. In fact, they claim that they are not costly for the company to maintain a high quality of working life.

Poor remuneration, lack of opportunities for advancement and social environments lead to poor job delight and high levels of displacement lead to lose good staff and replace them by virtue of their high costs. Inappropriate use of communication skills and lack of work-related stress has a direct negative impact on productivity. Lack of job security leads to absenteeism and accidents at work is bad (and SaemiyanHosseinZadeh, 2002: 61-62).

##### **Quality of working life goals**

Two of the authors develop a sense of responsibility in the management of human resources staff, Job delight and employee delight, Create the involvement of employees, creating respect and trust of employees

QWL not only enables the organization to hire quality people but also will increase the competitive power. Several researchers have supported the statement that QWL nurtures employees motivated, loyal and flexible And the organization of the staff at its disposal, has the ability to be competitive. Other research has also a direct link between effective human resource management activities such as training, selection, and organizational performance measures, have been reported. In jobs that require excellent performance and is very positions, employee delight is imperative that often leads to high financial performance and market share would be desirable. A study by Lu (Lau, 2000) was carried out, the following interesting results of the top Fortune 500 companies as follows:

Companies that are approved QWL, growth rates are higher than other firms.

- Profitability and return on investment of these companies are more likely than others (Madaani pour, 2002: 10).

**Factors affecting the quality of working life**

In research conducted in the field of health services, the strengths and weaknesses of the work environment is considered as factors in the quality of working life (Knox and Irving, 1997). Lewis and colleagues (Lewis 2001: 10) for a summary of factors affecting the quality of work life, refer to the following main factors: reduced workload, organizational commitment and dedication, positive communication, autonomy, recognition of individual exposure, predictability of work, justice, determination of monitoring systems, decision making, career oriented education, role conflict and low job performance feedback, opportunities for advancement and fair pay (Kasai, 2006: 122).

**Customer delight**

Customer delight or disdelight is judging the success or failure of a supplier to meet consumer expectations following that lead to customer delight and meet customer expectations failure is the cause of consent (Faizi et al., 2008: 115). Customer delight is the feeling that in addition to meeting the expectations or the expectations on him. Thus, customer, and consumer oriented, mission organizations. Therefore, identification, separation, sequencing, discovering the original expectations and ultimately achieve customer delight is the most important activities of the organization. The audience must know that the basic issues in the customer-oriented culture, properly understood and addressed the every year the quality and quantity of products to suit the increasing demands of our customers, has updated and enhanced to meet their delight (Paul et al., 2000: 27).

Today, manufacturing or service organization, customer delight is considered as an important criterion for measuring the quality of their work, and this trend is still rising. Customer care and delight is what he refers to compete globally. As Malcolm Aldridge National Quality Award is about 30% of the total score determines the level of customer delight. The Total Quality Management (TQM) is the most neglected, at its heart is a greater concern in meeting the needs and expectations of customers are satisfied with the border (parsley and Fahim, 1379: 53).

**Standards of customer delight**

One donor agencies Quality Award that many institutions around the world use as a basic guide management programs to improve their standards of quality, following standards of performance in third criterion is chosen as the focus and emphasis on customer market:

1. Knowledge about customers and markets: to emphasize how the organization needs, expectations and priorities of longer-term target customers or to identify potential markets and also of how the information is collected in order to understand and predict the operation of the business needs and uses.
- 2- Delight, and enhance customer relationships: level of customer delight to determine how and upgrades, as well as the extent to which the relationship with its customers, improve services to clients.

The following criteria have been proposed in this field:

**A. Access to company management and Complaints Management**

One of the factors that determine the level of customer service organizations, hear complaints and suggestions of customers. In fact, the response rate to the number of complaints filed by customers with quality and accountability as key factors of success in serving the customer is identified. Recent studies conducted on customer relationship management, suggest that successful systems management beyond the sales, marketing and customer service to go and seek full involvement suggestions, constructive criticism and complaints by customers in improving their organizational processes.

**B. Determining customer delight**

A better understanding of the factors affecting customer delight, enabling the company to take customer feedback on product features. Over the past two decades, the management of customer delight for many institutions as a strategic issue has been raised. In

the 1980s, reaching a high degree of customer delight is considered to be an end in itself. It is widely used only in the 90 strategic objectives, such as customer retention straight on the profitability of the organization is effective. As a result, many institutions are investigating the impact of the degree of customer delight on customer maintenance performed. It is imperative to emphasize that not only maintain current customer than to attract a new customer costs, but costs less than the cost of keeping existing customers new customers.

**C. making relationship with Customer**

Institutions must maintain its effectiveness understand what the customer wants. All institutions that wish to exactly what customers want it, submit and when he wants to deliver. The ability of institutions to achieve this not only makes happy customers but also reduce costs. The most important task of a manager in a leading role, understanding the changing needs of external customers (consumers) and internal customers (employees). Any strategy for engaging with customers to continuously run every day with speech and behavior. Otherwise a true culture of customer orientation that lasted many years that fit within a very short period of time will be turned into annihilation. Based on the success of the trade rules under the title of "customer delight", reputation, delight comes from dealing with other people. According to research from Harvard University, 68% of dissatisfied customers, vendor's indifference just because one or two people inside the company have changed (Yazdanin Far, 2006: 43-46).

**Methods**

The study in the second half of 2010 done in hospital and polyclinic Shahid doctor Mofateh Tehran, Alborz Province of Hashtgerd. The study population included all treatment centers in Tehran Social Security Organization (established because of the Alborz province, from each province was selected as a center) is On the basis of the medical center polyclinic and hospital martyr doctor Mofateh Hashtgerd a simple, no matter the entire medical centers in the province were selected. According to the Social Security health care workers and their clients is the researcher, Therefore, the staff of the array whose number is 300, and 100 as well as unlimited number of customers that make up society, After the quality of life questionnaire distributed to 100 employees, 90 were gathered. Thus, the questionnaire return rate of 90% is obtained for the staff, And also distributed 384 questionnaires, 200 questionnaires were collected from the sample clients. The reliability coefficient was used to assess the amount of 93.6% calculated by Cronbach that reflects the efficiency and reliability of the questionnaire. Cronbach's alpha coefficient of the questionnaire with 20 items referring to the table is equal to 89% of the coefficient indicates the reliability of the second questionnaire.

Table 1. Effect of variable fair pay to employees on customer delight

	Test Value = 2.5					
	t	Freedom degree	amplitude error sig( )	Sig level	Maximum confidence interval 95%	
					minimum	Maximum
Proper payment	-2.388	89	.028	.31579	-.5936	-.0380

As the table shows, the t-statistic obtained for variable pay is fair and equitable in the sense 0/05 error. In other words, the column values sig. From the assumed error (0/05) is smaller. According to the results obtained from the perspective of those polled, variable pay is fair and equitable to the staff of high significance level.

Table 2. t- Test for safe and healthy working conditions of employees to increase customer delight variable

	Test Value = 2.5					
	t	Freedom degree	amplitude error (sig)	Sig level	Maximum confidence interval95%	
					minimum	Maximum
Safe workplace	-15.743	89	.000	-2.27193	-2.5751	-1.9687

As the table shows, the t-statistic obtained for normal safe working condition variable is significant at the level of error 0/05. In other words, the column values sig. From the assumed error (0/05) is smaller. According to the results obtained from the perspective of respondents, safe and healthy working conditions vary from a high level of significance.

Table 3. The variable t- test for social cohesion in the

	Test Value = 2.5					
	t	Freedom degree	amplitude error (sig)	Sig level	Maximum confidence interval95%	
					minimum	Maximum
Making integration in organization	2.732	89	.014	.57895	.1338	1.0241

As the table shows, the resulting t-statistics for the social cohesion of the variable is significant at the level of error 0/05. In other words, the column values sig. From the assumed error (05/0) is smaller. According to the results obtained from the perspective of respondents, there is consistency in the range of high significance level.

Table 4. Variable t-test for the rights of individual employees and their impact on customer delight

	Test Value = 2.5					
	t	Freedom degree	amplitude error (sig)	Sig level	Maximum confidence interval95%	
					minimum	Maximum
Keeping personal right	-14.385	89	.000	-2.53947	-2.9104	-2.1686

As the table shows, the t-statistic obtained for the rights of individual employees in the error variable 05/0 is significant. In other words, the column values sig. From the assumed error (05/0) is smaller

According to the results obtained from the perspective of respondents varies significantly high level of protection of the rights of individual employees.

Table 5. t-Test for variable organizational commitment

Test Value = 2.5						

	t	Freedom degree	amplitude error (sig)	Sig level	Maximum confidence interval95%	
					minimum	Maximum
					Making organizational commitment	-19.833

As the table shows, the t-statistic obtained for variable strike a 05/0 commitment and enterprise-level error is significant In other words, the column values sig. From the assumed error (05/0) is smaller According to the results obtained from the perspective of those polled, variable organizational commitment and high level of significance.

Table 6. T-Test for variable use of learning skills.

	Test Value = 2.5					
	t	Freedom degree	amplitude error (sig)	Sig level	Maximum confidence interval95%	
					minimum	minimum
Using new skills	-17.515	89	.000	-2.58772	-2.8981	-2.2773

As the table shows, the t-statistic obtained for variable use of learning skills at 0/05 error is significant. In other words, the column values is sig. assumed error (0/05) is smaller. According to the results obtained from the perspective of those polled, learn new skills and changing their use of high significance level. Suppose examined in multivariable regression tables are as follows:

Table 7. Results of regression analysis between variables, quality of working life and customer delight

which is smaller than 5%, the null hypothesis was rejected with 95 As a result, and the assumptions are not the same priority.

Finally, rating statements like the following table:

Table 8 - Ranking assumptions

As can be seen in Table 7, t values is larger than t t0.05, 90, lead to reject null hypothesis of Proposition proper payment, safe and healthy conditions of employees, social cohesion in the organization, the individual rights of employees, creating organizational commitment And the proposition of using the skills of learning. That is a significant predictor variable in these statements and speech can be used to predict the dependent variable is the same level of customer delight, are. Variable pay is reasonable and fair to the employees directly related to customer delight. Considering the fact that the t-student is 826.3 times greater than t table, thus leading to the rejection of the null hypothesis, i.e., the predictor variable is significant as appropriate payments. A closer look at Table 7, column titled sig can be seen, This column represents the level of significance of each predictor variable considered in comparison with the standard error is. The level of significance of the predictor variable is equal to 0.0425 since the error rate is considered (0.05) is lower again confirms

Not					
Table 8 – Ranking of assumptions					
	Grading of statements				
Appropriate payment					3
Safe working environment					6
Cohesion in organization					4
Protect the rights of individual employees					2
Create commitment					5
Applying new skills					1
	.363	.440	.324	3.826	.0425
Safe healthy work place	.041	.257	.040	2.161	.0087
Social unity	.201	.176	.287	2.141	.027
Keeping personal right	.466	.204	.554	2.286	.041
Making organizational commitment	.213	.266	.211	2.048	.050
Using new skill achieved by learning	.532	.410	.530	2.299	.0218

**Beta test standard**

In Table 7, column name, column "standardized beta" is evident. As you can see, important variables are as follows: Changing the skills of learning is a priority and in order to preserve the individual rights of employees, good pay fair social cohesion in the organization, creating organizational commitment Safe and healthy working conditions is effective for employees and ultimately customer delight.

**Regression model**

The regression model was fitted to the following models:  $y = 2.986 + 0.363\beta_1 + 0.041\beta_2 + 0.201\beta_3 + 0.466\beta_4 + 0.213\beta_5 +$

the significance of this variable. Healthy and safe working conditions vary significantly positive predictor of customer delight. Considering the fact that the t-student is 161.2 times greater than t table, thus leading to the rejection of the null hypothesis, That is a significant predictor variable with a safe working environment. In connection with the sig column represents the meaning intended by taking the 0087.0 <05.0, the result would be that the variable is significant. The next variable to create social cohesion within the organization as well as a significant positive predictor of customer delight For this variable, taking into consideration the fact that the t-student amount is equal to 141.2 And is larger than t table, the result is that this variable is also significant predictors Sig on the same column as the significant level 027.0 <05.0 is, This approval is a significant variable. Variable protect individual rights as well as a significant positive predictor of customer delight. Due to the fact that the value of the variable t is equal to 286.2 As the table is larger than t and also refer to the column that indicates this is sig: 041.0 <05.0 is, we conclude that this variable is positive predictor of delight. The variable organizational commitment refer to the table of the results achieved The value of t-student t table is larger, resulting in the rejection of the null hypothesis This proposition also has a positive effect on delight and sig column with a value of 0.05 Finally, the last variable as a result of learning skills as this This variable has a t-student value equal to 299.2 is greater than t table predict amount of positive delight Finally sig column indicates that the intended meaning is proof of acceptance of this assumption.

**Friedman test**

Friedman test was used for mean rank and prioritize factors. Statistical probability of null hypothesis of Friedman (Friedman Test), is Based on the assumption of equal rank, equal to 0.000,

0.532  $\beta_6$  The fitted model, the model is generally the employee social security units, this model states That each client as normal and regardless of how the staff and propositions as The average delight index to 986.2 in the line of social organization is present. If the payment is established right in line units, Staffed by a factor of 0.363 customer delight guarantee. If the working environment is safe, Staffed by a factor of 0.041 customer delight guarantee. If social cohesion in the workplace, employees are more satisfied clients coefficient 0.213 to proceed. If the individual rights of employees to be maintained by a factor of 0.466 can be found to ensure customer delight. If employees are bound by the commitment, can be a factor of 0.201 was hoping to customer delight. And finally goes on to use the skills of learning, with a coefficient of 0.532 employees contribute to customer delight.

**Conclusions and recommendations**

In summary, the research shows significant positive relationship between customer delight and quality of life for employees and management. Staff delight with various aspects of your job, the organization in achieving its goals that customer delight is the main goals of any organization.

According to the results of the study, some factors affecting the quality of working life, from the perspective of the staff has higher priority. Results are contrary to popular belief, although financial issues related to payment of employees' priorities in achieving high quality of professional life, but the discussion of assumptions discussed, employee placed in third priority and in the lower ranks of theory of learning and skills of individual rights. Using the learning skills obtained of staff and quality of working life management, customer delight, among other variables predictor variable According to the findings, the following recommendations

to improve the quality of life for employees and create customer delight will be provided:

1. Given the importance of non-cash rewards, managers must be aware of the effects of these agents on staff. And to encourage staff to improve the quality of their working lives, The non-salary incentives, such as the creation of conditions in order to raise the level of appreciation versus performance. Work correctly and create a sense of belonging and participation in the implementation of monetary rewards in the next use.
2. The importance of learning and applying the skills of individual rights from the perspective of the employees of the other components of quality of working life, it should be apparent that the growth needs, self-discovery, prestige staff at the top of our concerns about the staff considered and needs to achieve its objectives, the more attention.
3. Social cohesion in the factors affecting the quality of working life has been determined that with teamwork, respect, participation in decision-making that occurs. So pay attention to this matter by the managers, can contribute to the field staff in achieving the objectives sought to be a customer
4. Regarding the role of learning and applying skills from the perspective of the research staff. And also highlights the role of training to staff. Safi To achieve customer delight, the use of such units offered by the organizations have been more careful. And then use them to train their delight provide the necessary attention.
5. it will be offered according to different organizations and the scope of their differences, any organization in order to achieve specific goals of your organization, has developed a model of quality of working life have created effort in order to achieve the desired goals and strategies to achieve.
6. Researchers interested in this field of research is suggested, considering the close relationship between the quality of working life and issues related to customer delight, According to the study, some of the components of quality of working life were studied. Other factors affecting the quality of life for employees as well as identify and manage the impact on customer delight study.
- 7- Will be offered according to different subcultures in different areas of the country, Attitude of staff in different areas of the subject and its relation to the management of customer delight research adhered to.
8. This could be studied according to the corporate separation or sex workers.

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