

The Effect of Human Resource Management Functions On Quality of Services (Case Study: University of Shahed)

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ABSTRACT : *In the first step, the organizations require expert and talented human resource to improve the quality of services. Due to the position of human resources, this research to measure the role of human resource management functions on the quality of service, this study aimed to determine the impact of the functions of human resource management on the quality of services of Shahed University. To illustrate it, the impact of eight functions of human resource management (selection and employment, education, career and promotion, job security, performance evaluation, giving reward, participation in decision making, job design) on the quality of the services of the university were measured. The tests of Kolmogorov-Smirnov, ANOVA, Pearson correlation, confirmatory factor analysis and path coefficient were used for measuring the research hypothesis; Regression testing results show that the variables of selection and employment, job security, performance evaluation, giving reward and job design had meaningful and positive impact; while the variables of education, career and participation had no effect on the quality of services.*

KEYWORDS: *functions of human resources management, quality of services, university*

I. INTRODUCTION

Today, more than ever, public organizations need to assess their customers and clients' opinion about the provided services and the extent of the customers' expectation fulfillment, because they know that how lack of enough information about the customers' expectations and the feedback from the customers' perceptions about the provided services, will create problems for organizations (Alvani and Riahi, 1382, p 66). Service sector has a closely relation with economy and social development in the world (Huang et al, 2011). Many of developed countries have achieved this situation by using of this important tool; i.e. service sector. In many of these economies, the outcome of this sector insures about 70% of GDP (Austroom et al, 2010). Today, the world is increasingly moving toward the services based economy, now; services are mentioned as the heart of value creation in economies and there are services in all of the economic activities of every community. Development and rapid growth of service industries, during the last two decades led to increase the competition between companies in order to provide the best services for customers and maintaining them. (Shariati & Foroozan, 1390). With regard to the globalization and emerging of the international markets to provide services for the other international customers, every service organization needs to provide enough information about its product and service and it causes the increase of the level of international competition in the services sector like the other sectors (Sabri et al, 2011).

Due to the increasing of the number of service and manufacturing organizations, the tight competition for survival is evident between the organizations. In order to survive and make the customers satisfied, the organizations are forced to increase the quality of their services. The organizations are faced with a competitive environment, rapid changes in the environmental properties, variety in labor markets, access to technology, globalization, etc. Accordingly, in order to be success and survive, organizations must improve their productivity and service levels and to achieve these goals, the focusing on the human resource capacities is necessary (Lvdn and Summers, 2005). Naier emphasizes on prioritizing the human resource and personnel of an organization more than its customers, because the value in the organization is created by the employees (Naier, 2011). Given the great importance of the concept of service quality and its improvement tools, one of the good tools for this task is human resource, whom should be paid attention in order to move toward the improvement of the services quality. Universities as one of the service organizations that are responsible for the important task of education, research and also the promotion of scientific and cultural level of the country, are not excluded from this rule. Universities, in addition to carrying out this task, must improve the quality of their services and improve and stabilize their position among the country's scientific community.

It should be noted that only providing the appropriate educational services cannot lead to achieve the universities goals; but the goals will be achievable through providing the good administrative services by the supportive sectors of the universities (Gorgi et al, 1389). University as an educational institution has one of the most important and most serious tasks in the country. The outputs of its teaching process are graduates who would take various responsibilities in the country. Obviously, if the task is performed optimized by the university, they will perform tasks better in future. The employees at each university and faculty can be divided into two groups: staffs and teachers. The students in different ways can enjoy of their services. Teachers provide the educational services and staffs provide the facilities and administrative services. As a result, the total quality of a university services composes of the sum of the quality of these two groups' services. This paper is aimed to measure the impact of human resource management (recruitment, training, career path, job security, performance evaluation, rewarding, participation, job design) on quality of the services provided by the teachers and staff, in other words, is aimed to answer this question that if optimizing the human resource management activities will lead to improve the quality of services provided by employees? Accordingly, the present study seeks to answer the question that "what is the impact of human resource management practices on the quality of service in the University of Shahed?"

Finally, in this study, the following hypotheses are established that will be tested through this research:

II. MAIN HYPOTHESIS:

The functions of human resource management (recruitment, training, career path, job security, performance evaluation, rewarding, and participation) have effect on the quality of services of Shahed University.

Sub-hypotheses:

- [1] Recruiting and selection of the employees has effect on the quality of services of the University of Shahed.
- [2] Training of the employees has effect on the quality of services of the University of Shahed.
- [3] Career path and improvement the organizational position has effect on the quality of services of the University of Shahed.
- [4] Job security has effect on the quality of services of the University of Shahed.
- [5] Performance evaluation has effect on the quality of services of the University of Shahed.
- [6] Rewarding system has effect on the quality of services of the University of Shahed.
- [7] Personnel participation in decision making has effect on the quality of services of the University of Shahed.
- [8] Designing the work has effect on the quality of services of the University of Shahed.

Literature review : *In this section the theoretical background and the empirical background of the research will be discussed.*

III. THE THEORETICAL BACKGROUND

Human Resource functions

Today, the concept of quality of service in both public and private organizations is crucial. Most organizations need to improve their service quality to survive. At the first step, organizations to improve the quality of services need expert staff. Human resource management involves policies, functions and systems that affect the attitudes, behaviors and performance of the employees. HRM functions include:

- Human resource management: policies, functions and systems that affect the attitudes, behaviors and performance of the employees (Noe et al, 2003:5).
- Selection and recruitment: the selection of the employees starts with a clear instruction based upon the goals and continues with regard to the knowledge, skills and starts, abilities and characters that the organization needs and includes internal and external labor markets (Grysh, 2009: 31).
- Training and improvement of employees: this is considered as an important strategic task for organizations and is known as a tool which the organization by using of it, determines a spread in which human assets are considered as sustainable capitals. Because measuring the return on investment in training and development may be difficult, especially in short terms, effective organizations are attempting to hold a comprehensive view about the training and development of their employees. This approach focuses especially on the kinds of employees, their skills and their knowledge bases to achieve the organization's strategic goals. Changes in the work methods and organizational ground require the organizations to implement certain innovative training and strategic development plans as a prerequisite for continued success. Staff training in organizations is one of strategic tools that will fill gaps of client expectations (Lu et al, 2005: 270).
- Career path: refers to a set of jobs and careers that people get in their working live, career path with integrating the knowledge, abilities, skills and experience of employees and improvement opportunities and create opportunities leads to development the employees (Saray, 2004,205).
- Job security: the percent chance of keeping a job by an employee. An employee enjoys a high level of job security if he or she has a high chance of not losing the job (Mirsepasy, 1385, 100).

- Performance evaluating: this function is defined as assessing the outputs of a certain transactions of a job occupation or activity during a specific time period (Bernardin, 1993, 150).
- Rewarding: the organization rewards its employees in order to compensate for the trouble they suffered in the organization, because of the force that they have spent for the organization to achieve the goals, and in retaliation for their creativity and innovation and application of newer approaches and better working methods (Saray, 2004).
- Participation in decision making: The purpose of the partnership is a management system in which the organizational members in decisions making are influential (Association of Industrial Managers of Iran, 1371).
- Designing Jobs: Combining the necessary and meaningful components of a job with employment characteristics to create organizational positions so that these positions can fulfill the expectations of the staff and management (Abtahi, 1386, 80).

The concept of service quality

In relation to the quality of services different definitions are provided by authorities that sum of them are mentioned here:

- Parasuraman et al: Quality of service defines by the difference between customer expectations of the service provider performance and their evaluation of the services that they perceived (Chen, 2008).
- Fytzsymvz and Fytsymvz have suggested that the quality of services is the customer judgment about reliability, accountability, assuring, responsibility, empathy, and maintain the physical evidence (Fytzsymvz James A., Fytsymvz Mona J., 1382, 100).

Some researchers have defined the quality of services based on different theoretical assumptions. For example, Bitez and Hubert (1994) have defined the service quality as overall customer perception about the relative position of the organization and its services compared with the competitors. Parasvrman, Zeithaml and Berry (1985) have defined the quality of received services as "a global judgment or attitude toward the superiority of the service provided" and have pointed out that judgments about the service quality reflects the level and the path of difference between the customers' observations and the expectations (Huck et al, 2009).

The main work in the area of service quality is performed by Parasurman et al in 1985. Cronin and Taylor (1994) have developed the method of SERVPEREF in order to develop the SERVQUAL instrument which only considers and assesses the customers' perception about the quality as a sufficient scale to evaluate (Woong et al, 2010). Customer satisfaction of a service can be defined by comparing the customer's expectations with his perceptions about the service provided. If received service is beyond the customer expectations, the service will be considered excellent and when customer expectations about the service is equal to his perceptions about the service provided, the quality of the services provided will be satisfactory (Fytzsymvz James A., Fytsymvz Mona J 1382). Most researchers of the service quality area use of the SERVQUAL model to evaluate the service quality. This model provides 44 evaluating measurements that by using of them, the difference between the customers' expectations of the service with their evaluation of the actual performance of the service provided can be compared. SERVQUAL presents five dimensions of the service quality, which are as follows:

- [1] The stability and reliability of services: the ability to perform the promised services, accurately and correctly.
- [2] Responsibility: willingness to help and support clients, immediately and accurately.
- [3] Reliability: employees' knowledge, respect for clients and the ability to create a sense of trust and respective.
- [4] Physical and tangible factors: physical facilities, equipment and personnel appearance.
- [5] Empathy: Caring and staff particular pay attention to the clients (Parasvarman, 1998,430).

Empirical literature : After studying on "Human Resource Management functions on the quality of service" in the country about the independent variable in this research, the results of the Purbarkhordary (1389) study with the subject of "The Impact of HRM functions on the organizational entrepreneurship with emphasis on OCB" show that the functions of human resource management has a positive impact on the organizational entrepreneurship and among the eight assessing functions, supplying the human resource has the greatest impact. However numerous researches have been conducted about the dependent variable. It should be noted that all of performed studies were about the "measuring the gap of the customer expectations about the organization's service quality". Hakimi and Samadzadeh (1385) evaluated "the quality of services provided by the libraries of Systan and Baloochestan University" and the results indicate that studied libraries could fulfill none of the SERVQUAL indexes; but in the physical and environmental aspects, have an acceptable performance. The components of "responsibility" and "warranties and guarantees" were the most challenging qualitative components of services, respectively. Georgy, Siami, nouraei (1389) through assessing the quality of

services at the Azad University of Iran concluded that between the optimal and present conditions, there is a significant difference in studied units. Mirza Mohammadi and Abdolmaleki (1387) by examining the relationship between the organizational commitment and the quality of services provided by the supporting staff at the University of Shahed concluded that the level of the organizational commitment has a significant relation with the quality of service and its dimensions i.e. stability and reliability, responsibility, trust, empathy and physical evidence. Through conducting a survey on improving the quality of services in touristic hotels, the functions of human resource management in services quality with emphasis on service behavior have been studied and it is concluded that HRM functions and service behavior have significant relationship with service quality, and also HRM functions and service behavior have significant relationship (Tesar and Lin, 2003). The study conducted on the impact of HRM functions on organizational commitment based on the perceiving the organizational support in manufacturing factories sectors in Malaysia indicates that the functions of human resource management has a positive impact on the staff maintenance (Nasereddin et al, 2008). In another research, the impact of HRM functions on the staff maintenance was evaluated at 60 institutions in Australia and the results showed that the functions of human resource management with emphasis on understanding the organizational support has a positive effect on organizational commitment (Lian Chiu, 2004).

IV. RESEARCH METHODOLOGY

Regarding the applications of the results of this study are important for managers and experts of the university, this research is an applicable study. The present study in terms of data collection is a field study and a survey. The population of this research is composed of the all employees (faculty members, staff) and the students of the Shahed University in school year of (1390-91), which based on the latest available information; there were a total of 300 professors, 5512 students and 370 staff members. In this research in looking for selecting an appropriate research sample, sampling method was classified sampling using the criteria of different faculties for classification. On the basis of Cochran formula, the size of the sample for each of the three communities and for the teachers, staff and students populations were determined 169, 179 and 360 individuals respectively and in accordance with the proportional size of the faculties, the questionnaires were distributed. Table 1 shows the sample size of students and Table 2 shows the sample size of staff.

Table 1: sample size of the students of Shahed University

College	Grade					Total
	bachelore	Master	professional doctoral	fellowship PHD	Assistance	
Nursing and Midwifery	9	1	-	-	-	10
Medical	-	3	21	2	-	26
Dental	-	-	12	-	3	15
Humanities	95	32	-	1	-	129
Basic Science	37	12	-	1	-	50
Basic Science						
Agricultural Sciences	22	7	-	-	-	29
Engineering	53	21	-	2	-	76
Art	15	10	-	3	-	28
total						360

Table 2: sample size of the employees (support staff, faculty members) of Shahed University

College and central building	employees	
	faculty members	staff
Nursing and Midwifery	8	5
Medical	44	12
Dental	21	18
Humanities	37	12
Basic Science	15	6
Agricultural Sciences	12	10
Engineering	22	6
Art	10	8
central building	-	102
Total	169	179

V. DATA COLLECTION TOOL

In this study, the independent variable (HRM functions) is measured by the Purbarkhordary questionnaire with Cronbach's alpha (reliability coefficient) equal to 0.918. This questionnaire is consisted of 29 questions and is designed in order to measure the components of the functions of human resource management ". The questionnaire is used before; in a study titled "The impact of human resource management functions on entrepreneurship, with an emphasis on organizational citizenship behavior" in 1389. As the questionnaire has been used previously, therefore its validity is approved by experts (university professors). In this study, the validity of the questionnaires based on opinions of the teachers and experts is finally confirmed. 22-items questionnaire of Parasvraman is used to assess the quality of services and its reliability is obtained equal to 0.86 and using the reliability and for evaluating of the quality of services provided by the teachers, Kebriaee questionnaire with 27 questions was used with reliability of 84 percent.

VI. DATA ANALYSIS METHOD

To analyze the collected data, descriptive statistical methods including frequency, percentage, mean, standard deviation and variance were applied and by using of the statistical software of SPSS, Pearson correlation coefficient, the fitting of the model and ANOVA were analyzed.

The research findings

The results of the analysis of the Kolmogorov-Smirnov test

The KS test is used to examine the normality of population distribution. The results of the data analysis based on the KS test are shown in Tables 3 and 4 which indicate that the distribution of all components of HR functions (independent variable) included (Recruit and selection, training, career path, job security, performance evaluation, rewarding, commitment, job design) and quality of service (dependent variable) included (stability and reliability, responsibility, trust, empathy and physical evidence) is normal. Based on this result, the H0 of the study is confirmed, thus the parametric analysis of the data will be used.

H0: The distribution of data is normal.

H1: The distribution of data is not normal.

Table 3: Kolmogorov-Smirnov test to check the normality of the distribution of the independent variable

variable	significant level	error	confirming hypothesis	result
Recruit and selection	0/056	0/05	H ₀	normal
training	0/059	0/05	H ₀	normal
career path	0/064	0/05	H ₀	normal
job security	0/068	0/05	H ₀	normal
performance evaluation	0/054	0/05	H ₀	normal
rewarding	0/061	0/05	H ₀	normal
commitment	0/051	0/05	H ₀	normal
job design	0/069	0/05	H ₀	normal

Table 4: Kolmogorov-Smirnov test to check the normality of the distribution of the dependent variable

variable	significant level	error	confirming hypothesis	result
empathy	0/051	0/05	H ₀	normal
physical evidence	0/061	0/05	H ₀	normal
trust	0/064	0/05	H ₀	normal
responsibility	0/062	0/05	H ₀	normal
stability and reliability	0/063	0/05	H ₀	normal

One-way analysis of variance (ANOVA) for quality of services

ANOVA test is used to examine the differences in mean of the quality of services in Shahed University. Data analysis results in Table 5 show that at the significance level of 0.00, which is smaller than the error level of 0.05, we reject the H0; it means that the quality of services is different in different schools and it means that the

qualities of the School's services are not equal. As Table 6 shows, Faculty of Humanities is the first and the Faculty of Arts is the latest in terms of the quality of services.

TABLE 5: ANOVA test results for the test of differences in mean of the quality of services

variable	significant level	error	F	confirming hypothesis	result
quality of services	0/00	May-00	8/414	H ₁	inequality of means

Table 6: faculties' position in terms of quality of services

School	Number of respondents	Average of Quality of Services
Humanities	116	3/4224
Agriculture	27	3/4222
Science	46	2/9913
Dental	14	2/9571
Nursing and Midwifery	9	2/8000
Engineering	69	2/7130
Medical	23	2/6087
Art	26	2/2538

Matrix of the correlations between the variables and Cronbach's alpha coefficient

Matrix of the correlations between the variables of the questionnaire and Cronbach's alpha coefficient of the questionnaire is shown in Table (7).

Table 7: Cronbach's alpha coefficients and the matrix of correlations between the latent variables (sample size: 360)

variables	Service quality	Selection and recruitment	training	career path	job security	Performance evaluation	rewarding	participation	job design	Cronbach Alpha
Service quality	1									0/868
Selection and recruitment	0/81**	1								0/820
training	0/69**	0/91**	1							0/827
career path	0/70**	0/66**	0/59**	1						0/743
job security	0/69**	0/64**	0/65**	0/92**	1					0/897
Performance evaluation	0/63**	0/57**	0/51**	0/71**	0/77**	1				0/881
rewarding	0/62**	0/64**	0/62**	0/78**	0/85**	0/93**	1			0/790
participation	0/53**	0/50**	0/49**	0/67**	0/72**	0/84**	0/88**	1		0/835
job design	0/61**	0/67**	0/62**	0/61**	0/64**	0/76**	0/82**	0/80**	1	0/851
total										0/962

All of the Cronbach's alpha coefficients are higher than 0.7 that indicates the reliability of the measurement instrument or questionnaire. Other numbers in the table show the correlation coefficients between the variables of the research. The coefficients which are marked by two stars, at confidence level of 99% and the ones which are marked by one star, at the 95% confidence level, are significant. Given that all the coefficients in the table are one star, so it can be concluded that all the correlation coefficients between the variables are significant at the 99% confidence level.

Test of fitting of the conceptual model : In the present study, there are two distinct conceptual models which one of them investigate the relationships between the main variable, i.e. "the functions of human resources in

general" and "quality of services" (main hypothesis), and the other measures the relationship between "any functions" and "quality of services " (sub hypotheses). The fitting parameters and the output model of Lisrel include the main variable and then the output model of Lisrel includes sub-hypotheses are given as follows:

Table 8: Indexes of the fitting of the model including variables

Index	Obtained value	permissible limit
χ^2	181	
df	49	
χ^2 /df	3/69	Lesser than 3
GFI	0.93	Higher than 0.9
RMSEA	0/088	Lesser than 0.1
CFI	0.98	Higher than 0.9
AGFI	0.86	Higher than 0.8
NFI	0.98	Higher than 0.9
NNFI	0.97	Higher than 0.9

In general, when working with Lisrel, each individual obtained index for model cannot indicate the fitness or non-fitness of the model, rather, these indicators should be interpreted together. The most important of these parameters and indexes are given in Table 4-33. Note that except for the ratio of chi-square to degrees of freedom, the other indices are in the valid range, it can be concluded that the model in terms of explaining and fitness is in an appropriate situation. LISREL output model is shown for the relationship between the main variables of the functions of human resource management and quality of Service with estimating the coefficients in following figures.

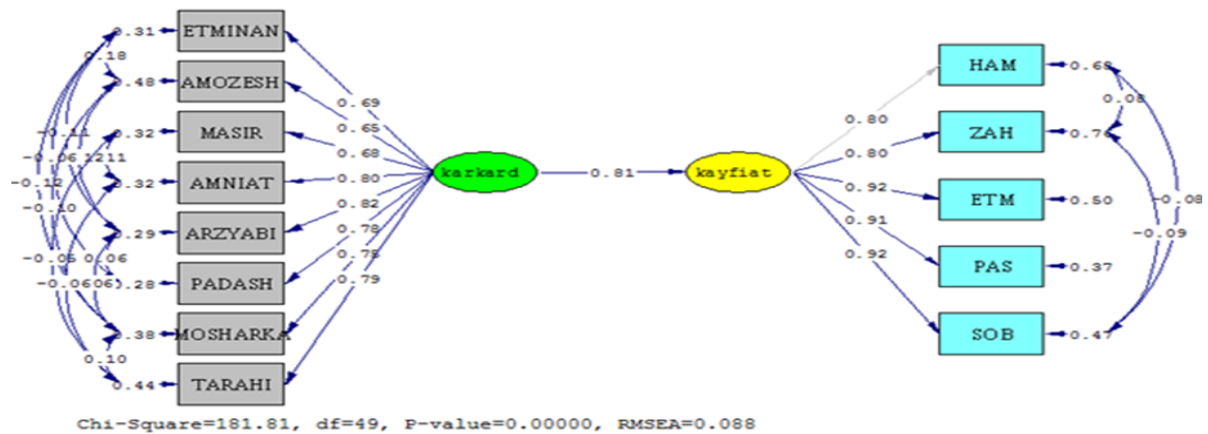


Chart 1: the research model (estimating the coefficients)

Table 9: Indexes of the fitting of the model including sub variables

Index	Obtained value	permissible limit
χ^2	1452	
df	483	
χ^2 /df	3	Lesser than 3
GFI	0.80	Higher than 0.9
RMSEA	0/076	Lesser than 0.1
CFI	0.97	Higher than 0.9
AGFI	0.76	Higher than 0.8
NFI	0.96	Higher than 0.9
NNFI	0.96	Higher than 0.9

Given that except for the ratio of GFI, the other indices are in the valid range, it can be concluded that the model in terms of explaining and fitness is in an appropriate situation. LISREL output model is shown for the relationship between the sub variables in following figure.

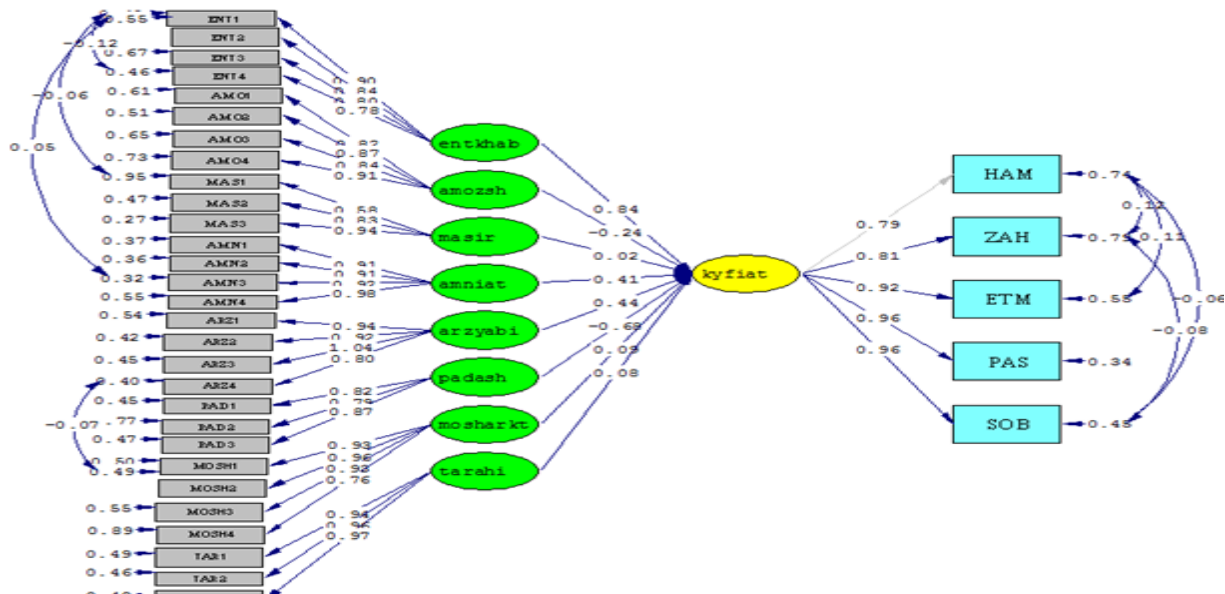


Chart 2: the research model (estimating the coefficients)

Hypotheses testing using structural equations : This study consists of two structural equations. The first equation which is including the main hypothesis of this study, measures the impact of the "human resource management functions" on "quality of service. The other structural equation includes the sub- hypotheses of this study tests the impact of the "each of the functions of human resources" on the "quality of service".

Table 10: Coefficients of the structural equations

Predictor variables	relation (sub hypothesis(path coefficient β	t-statistics	coefficient of determination R^2
HRM functions	Impact of the human resources functions on the quality of services	0/81	12/00	0/64
Selection and recruitment	Impact of the Selection and recruitment on the quality of services	0/84	** 94/3	0/81
training	Impact of the training on the quality of services	-0/24	-0/93	
career path	Impact of the career path on the quality of services	0/016	0/065	
job security	Impact of the job security on the quality of services	0/41	** 33/3	
Performance evaluation	Impact of the Performance evaluation on the quality of services	0/44	* 67/2	
rewarding	Impact of the rewarding on the quality of services	0/68	* 38/2	
participation	Impact of the participation on the quality of services	0/092	0/53	
job design	Impact of the job design on the quality of services	0/077	* 1/96	

Statistic of t, the path coefficient and the determining coefficient of the structural equation of this study are shown in Table 10. As it can be seen in this table, based on the statistic of t, the variable of functions of human resource management has impact on quality of service, at the confidence level of 99% and among the components of the "functions of human resources", the variables of "Selection and recruitment" and "job security" at the confidence level of 99% and the variables of "performance evaluation", "rewarding" and "job

design", at the confidence level of 95% have a significant and positive effect of the variable of "quality of services" and the relationship between these independent variables and the dependent variable is linear and direct. The other variables, that are, "training", "career path", "job security" and "participation" have no effect on the variable of "quality of service" at the confidence level of 95% or 99% .

VII. CONCLUSION AND RECOMMENDATION

This study examines the impact of the functions of human resource management (recruitment, training, career path, job security, performance evaluation, rewarding, and partnership) on the quality of service in the University of Shahed. Research findings indicate a significant relationship between HRM functions and service quality. Further findings from the analysis of the collected data indicated that the components of the "Selection and recruitment" and " job security" at the confidence level of 99% and the variables of "performance evaluation", "rewarding" and "job design", at the confidence level of 95% have a significant and positive effect of the variable of "quality of services" and the relationship between these independent variables and the dependent variable is linear and direct. The other variables, that are, "training", "career path", "job security" and "participation" have no effect on the variable of "quality of service" at the confidence level of 95% or 99% . Research findings also indicate that the quality of services of the University is different from different schools' students' point of view (in the same university). According to research findings, the Faculty of Humanities provides services with the highest quality while Faculty of Arts provides services with the lowest level of quality. Based on the research findings, it can be concluded that if the management of human resources be more effective and better, the quality of services provided by the faculty and staff will be better. Due to the special importance of human resource management and its related functions, investment in this sector will be resulted in increasing the efficiency and capability of organizations' employees and then can lead to improve their services quality. Universities and educational institutions are not exempt from this rule. If universities are attempting to attract talented and capable students, may have to employ professed teachers and expert staff. As a result of providing services with the best quality, they will provide qualified graduates for the job market with a better situation compared with the graduates from other universities.

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