

Investigating factors of the performance of the Hormozgan Judiciary staff influencing client satisfaction using the ACHIVE model

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Abstract: Understanding factors influencing customer and client satisfaction will lead to improved staff performance and, as a result, to improved customer and client satisfaction. Satisfaction can be referred to as the relationship between the individual's role expectations and needs. Satisfaction is at a favorable degree when the organizations' expectations are compatible with tendencies. The purpose of the present study is to investigate the factors in staff performance which influence customer satisfaction in the Hormozgan Judiciary. The study is a survey-descriptive one which is a branch of field studies. The population consisted of 250 judiciary employees in the Hormozgan Province, 37 managers, and 200 clients selected by random clustering method. The instruments were 2 questionnaires addressing clients and staff with 8 and 19 items, respectively, which were developed by the researcher based on the questions of the study. The questionnaire was validated using the content validity and in order to measure reliability, the Cronbach's alpha was used. Data were processed in SPSS and MINITAB. Data were analyzed at two levels of descriptive and inferential statistics. Hypotheses were tested using the independent t test. Based on the findings, it could be concluded that organizations must provide managers with equipment to fulfill their tasks and give them financial support and managers can improve staff performance by supporting them and, this way, they can make clients satisfied. Obviously, these supports should be given under the thorough supervision of managers' actions to improve their performances and satisfy customers. Therefore, it is proposed that staff be appreciated and rewarded for their good and timely services to clients and, in this way, increase client satisfaction. It is proposed that staff performance and client satisfaction be improved by evaluating staff and managers performances through rewards and punishment.

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Introduction

Ever since management was introduced as a scientific branch of study, a considerable number of theories have been proposed about the way of using and developing motivation in improving performance, with each theory building upon the previous ones. Therefore, in order to better understand this issue in the Hormozgan Judiciary, a thorough analysis of the staff's behaviors and performances seems vital. In other words, the Judiciary is known to us when its performances and functions or operational processes are analyzed. Obviously, in order to perform these analyses, we should first know how an organization works. How could we use the limited resources in the best way to satisfy customers as one of the most important factors influencing organizations, and, in this way, improve the staff and organization performance in the long run. Therefore, the central question addressed in this study is "what are the factors influencing staff performance?" The central focus of the study is to investigate the influence of

these factors on customer satisfaction in Hormozgan Judiciary.

Literature review and theoretical framework The history of the ACHIEVE model

This model was developed by Hersey and Goldsmith in order to help managers identify the key factors influencing performance and developing strategies to address the issue. In developing a model to analyze human performance, Hersey and Goldsmith pursued 2 goals; identifying key factors influencing staff performance and presenting these factors in a way that managers can use them and keep them in their mind.

The first step in developing this model was excluding factors influencing the managers' performance. Previous research conducted by Atkinson suggested that performance in the interaction between motivation and abilities. In other words, the individuals should have a certain degree of motivation and ability to perform the tasks. Porter and Lawler expanded this idea by adding knowledge concept or

the perception of profession and they highlighted the fact that even if individuals have high levels of motivation and skill, they are not effective as long as they don't have a clear perception of what they are doing and how they are going to accomplish it.

Lorsch and Lawrence viewed this issue from a different perspective and concluded that performance is not merely contingent upon individual features and it is related to the organization and the environment; and high levels of motivation and skills may not be effective unless they receive support from the organization and their job is adaptable to the organization and the environment. The word ACHIEVE is an acronym taken from a set of words which lead to better performance of the organization:

A- Ability
C- Clarity
H- Help
I-Incentive
E- evaluation
V- Validity
E- Environment

What follows is a definition and description of all variables specified in the ACHIEVE.

Abilities: in the ACHIEVE, ability is referred to as the skill and knowledge of individuals (to successfully fulfill a task).

It should be noted that qualifications are not universal. Key elements are: knowledge of the task (an official or non-official intern who facilitates fulfillment of a task, the experience related to previous work helping to fulfill the task successfully), the qualifications related to the task (potential abilities or distinctive features which help fulfill the task successful). While analyzing the subordinates' performance, managers should ask: does this individual possess the required skills to successfully fulfill this task?

If there is defect in a person's abilities, the proposed solutions include: tutored training, official training courses, reassigning duties, and specified responsibilities. They must be considered with maximum use in terms of costs (Hersey and Blanchard, 1992, p.509).

Clarity (concept or understanding of roles):

In order for subordinates to have a thorough understanding of the problem, they must have a clear idea of major goals, the ways to achieve these goals, the priorities of goals (which goals are prior to others). Having difficulty understanding the problem shows that there are some problems in the performance planning stage. In most cases, having a consensus over goals is not enough. Managers have to make sure that

all goals are officially recorded. Subordinates must be encouraged to ask questions for further clarification (Hersey and Blanchard, 1992, p. 510).

Help: organizational support)

Some elements of organizational support include: budget, facilities and equipment required to fulfill a task, organizations from other departments, availability of the product and its quality, an adequate supply of human resources.

If the organizational help or support decreases, managers must clarify where the problem comes from. If the problem is money, human resources, equipment or facilities, managers must know whether they are able to provide resources so that the stock returns. If providing resources is not possible, managers might have to revise goals so that subordinates do not feel responsible for situations which are out of their control (Hersey and Blanchard, 1992, p.510).

Incentive (Motivation or willingness)

In evaluating incentives, it should be noted that people are not equally motivated to fully accomplish tasks. People are most motivated to do tasks with internal or external rewards. If the subordinates have defects in motivation, the first step is to evaluate rewards and punishments. Subordinates must clearly understand that their performance in a given task will lead to financial reward, promotion, and job security. Research has shown that managers want subordinates to do tasks which do not require reward. People are naturally inclined to pursue tasks which involve rewards and reject those without rewards. Rewards might be tangible or not. Performance feedbacks, like recognition or appeasement, are considered as important components of the incentive system.

Evaluation (training and performance feedback)

A proper feedback trend allows subordinates to be continuously aware of their work trend. If individuals are not aware of their performance shortcomings, it is unrealistic to expect them to perform well. Before being evaluated formally, people should be aware of the results of frequent unofficial evaluations. Most problems arise due to lack of proper training and feedback. Evaluation problems indicate an inadequate amount of feedback on effective or ineffective performance. Most managers focus on negative results and fail to identify good ones. Recognizing a well- done job is a component of constant evaluation. It causes motivation to improve and is not costly for the organization.

A method which contributes to recognize remarkable points of extremes is the "remarkable event" trend which involves gathering official evidence regarding extremely positive or extremely negative performances. It guarantees that the subordinates get a feedback which is part of the official criteria (Hersey and Blanchard, 1992, p.511).

Validity (valid and legal actions of personnel)

Managers must make sure that the decision made about people, legal sentences, and firm policies are appropriate in terms of legal standards. They must know that the personnel affairs are the same for all groups and people and evaluations of valid and legal performance, best technics of policies regarding training and promotion are needed. If validity is defective, the manager must know that the legal trends in management are clear and obvious. Personnel decisions must be evidenced and based on performance-oriented polikcies. Managers who are not sure about validity concerns have to investigate them in the legal department of the organization.

Environment (environmental adjustment)

The key environmental factors include: competition, changes in the market, government statements, supplies and the like. If an environmental problem is out of the subordinates' control, they should not be rewarded or punished for their performance. Subordinates must be required to act in accordance with their environmental limitations.

Hypotheses**The primary hypothesis**

Staff performance and client satisfaction are significantly correlated.

Secondary hypotheses:

- 1- It seems that the ability of the staff in fulfilling their tasks influences client (customer) satisfaction
- 2- It seems that high motivation in staff leads to client satisfaction
- 3- It seems that support given by organization leads to better performance of staff and client satisfaction
- 4- Evaluating staff performance is positively related to client satisfaction.

Methodology

Methodology is a series of valid and systematic instruments, rules, and methods to investigate facts, discover the unknown, and achieve solutions (Ezati, 1997, p.20).

A survey selects large and small populations and by studying the selected populations, identifies the relative degree of distribution and the interactions among psychological and sociological variables (Kerlinger, Fres, N, 1995, p.213).

The population includes the set of real or imaginary members to which the findings are transferred (Delavar, 2005, p.167).

Population is the set of elements with one or more common features (Human, 1994, p.147).

According to the goals of the study, the method adopted here is a descriptive-survey one which is of field research type. The population is 250 Hormozgan Judiciary employees, 37 managers, and 200 clients

randomly selected from all clients to the Hormozgan Judiciary. (Table 1: the population size)

Sampling

Given the clarity of the variance of the studied attribute, first the variance was calculated using 20 preliminary questionnaires and finally, 105 employees and 25 clients were investigated.

Data gathering tools

The measurement tool in this study was researcher-made. Two questionnaires which were developed by the researcher were used for clients and staff with 8 and 19 questions, respectively. The respondents were required to answer some introductory questions as to gender, age, education, and occupation.

Validity

Validity determines the degree to which the tool measures the specified attribute. Without a clear understanding of validity, it is possible to trust the truth of the findings. The tool might have validity to measure a specific attribute, but not for measuring the same attribute across other populations. For instance, a math test might have validity for measuring 5th graders in elementary schools, but not 3rd graders in junior high-schools. Various methods have been introduced for measuring validity and are explained briefly (Sarmad, Bazargan, 2000, p.170):

Reliability:

Reliability means the degree to which the tool produces the same results under the same conditions. The scope of the reliability coefficient ranges between zero (unreliable) to +1 (reliable).

In this study, in order to measure reliability, the Cronbach's alpha was used. The Cronbach's alpha coefficients were acceptable (over 0.7).

Findings**Investigating questions related to the first hypothesis**

The first question: there is a significant relationship between the managers' performance and client satisfaction (**Table 2:** the comparison of the index scores of the influence of the managers' performance on client satisfaction with the standard score).

$$H_0 : \mu \leq 3$$

$$H_1 : \mu > 3$$

H₁: there is a significant relationship between the managers' performance and client satisfaction

H₀: there is not a significant relationship between the managers' performance and client satisfaction

The mean score of the respondents was 3.42 and the standard deviation was 0.472. Since the observed t was significant at P<0.01, the zero hypothesis is rejected. In other words, there is a significant

relationship between client satisfaction and the performance of the managers.

Investigating the questions related to the first secondary hypothesis:

The first secondary question: there is a significant relationship between the ability of the managers in fulfilling their duties on client satisfaction. (Table 3: the comparison of the index score of the influence of the managers' ability in fulfilling their duties on client satisfaction with the standard score).

$$H_0 : \mu \leq 3$$

$$H_1 : \mu > 3$$

H_1 : the ability of the managers has a significant influence on client satisfaction

H_0 : the ability of the managers does not have a significant influence on client satisfaction

The mean score of the respondents was 3.25 and the standard deviation was 0.684. Since the observed t was significant at $P < 0.01$, the zero hypothesis is rejected. In other words, the ability of the managers in fulfilling their duties has a significant influence on client satisfaction.

Investigating the question related to the second secondary hypothesis

The second secondary question: there is a significant relationship between the ability of the staff to fulfill their duties and client satisfaction (Table 4: the comparison of the mean index score of the influence of the ability of the staff to fulfill their duties on client satisfaction with the standard score).

$$H_0 : \mu \leq 3$$

$$H_1 : \mu > 3$$

H_1 : there is a significant relationship between the ability of the staff to fulfill their duties.

H_0 : there is not a significant relationship between the ability of the staff to fulfill their duties.

The mean score of the respondents was 3.25 and the standard deviation was 684. Since the observed t was significant at $P < 0.01$, the zero hypothesis is rejected. In other words, the ability of the staff to fulfill their duties influences client satisfaction.

Investigating the third secondary hypothesis:

The third secondary question: there is a significant relationship between the managers' motivation and client satisfaction. (Table 5: the comparison of the index score of the influence of the managers' motivation on client satisfaction with the standard score).

$$H_0 : \mu \leq 3$$

$$H_1 : \mu > 3$$

H_1 : there is a significant relationship between the managers' motivation and client satisfaction

H_0 : there is not a significant relationship between the managers' motivation and client satisfaction

The mean score of the respondents was 3.06 and the standard deviation was 0.822. Since the observed t was significant at $P < 0.01$, the zero hypothesis is rejected. In other words, the more motivated the managers, the higher the clients' satisfaction.

Investigating the 4th secondary hypothesis

The second secondary question: there is a significant relationship between the staff's motivation and client satisfaction. (Table 6: the comparison of the index score of the influence of the staff's motivation on client satisfaction with the standard score).

$$H_0 : \mu \leq 3$$

$$H_1 : \mu > 3$$

H_1 : there is a significant relationship between the staff's motivation and client satisfaction

H_0 : there is not a significant relationship between the staff's motivation and client satisfaction

The mean score of the respondents was 3.38 and the standard deviation was 0.486. since the observed t was significant at $P < 0.01$, the zero hypothesis is rejected. In other words, the more motivated the staff, the more satisfied the clients.

Investigating the questions related to the 5th secondary hypothesis

Table 7 show the comparison of the mean index score of the influence of the managers' support by the organization on the improvement of the staff performance and client satisfaction with the standard score

$$H_0 : \mu \leq 3$$

$$H_1 : \mu > 3$$

H_1 : there is a significant relationship between the support of the managers by the organization and client satisfaction

H_0 : there is not a significant relationship between the support of the managers by the organization and client satisfaction

The mean score of the respondents was 3.17 and the standard deviation was 0.701. Since the observed t was not significant at $P < 0.01$, the zero hypothesis is rejected. In other words, supporting managers by the organization leads to client satisfaction.

Investigating the questions related to the 6th secondary hypothesis

The 6th question: it seems that supporting staff by the organization leads to better performance and client satisfaction.

Based on the findings, the scores for questions 12, 13, 14, 15, and 16 were 3.62, 3.32, 3.45, 3.38, and 3.22, respectively. The highest accumulative percentage of "very" and "very much" was for the 12th question with 75.5 (are supported by your direct manager in doing

your tasks?) and the lowest accumulative percentage of "very" and "very much" was for the 15th and 16th questions with 59.5 (are the employees supported by their colleagues in doing their tasks?) and (are you financially supported by the organization in doing your tasks?). The mean scores ranged from 3.22 to 3.62, which shows the degree of influence of supporting staff by the organization on their performance and client satisfaction.

Table 8 shows the comparison of the mean index score of the influence of managing relationships with the clients on client satisfaction with the standard score

$$H_0 : \mu \leq 3$$

$$H_1 : \mu > 3$$

H₁: it seems that supporting staff by the organization leads to better performance and client satisfaction.

H₀: it seems that supporting staff by the organization does not lead to better performance and client satisfaction.

The mean score of the respondents was 3.38 and the standard deviation was 0.566. Since the observed t was significant at P<0.01, the zero hypothesis is rejected. In other words, supporting staff by the organization leads to better performance and client satisfaction.

Investigating the questions related to the 7th secondary hypothesis

7th secondary question: there is a significant relationship between the performance of the managers and client satisfaction

Table 9 shows the comparison of the mean index score of the influence of evaluating the managers' performance on client satisfaction

$$H_0 : \mu \leq 3$$

$$H_1 : \mu > 3$$

H₁: there is a significant relationship between evaluating the managers' performance and client satisfaction

H₀:there is not a significant relationship between evaluating the managers' performance and client satisfaction.

The mean score of the respondents was 3.24 and the standard deviation was 0.822. Since the observed t was significant at P<0.0, the zero hypothesis is rejected. In other words, there is a significant relationship between evaluating the performance of the managers with client satisfaction.

Investigating the questions related to the 8th question

The 8th question: there is a significant relationship between evaluating the performance of the staff and client satisfaction

Table 10 show the comparison of the mean index score of the influence of evaluating the performance of the staff on client satisfaction with the standard scores

$$H_0 : \mu \leq 3$$

$$H_1 : \mu > 3$$

H₁: there is a significant relationship between evaluating the performance of the staff with client satisfaction

H₀: there is not a significant relationship between evaluating the performance of the staff with client satisfaction

The mean score of the respondents was 3.66 and the standard deviation was 0.450. Since the observed t was significant at P<0.01, the zero hypothesis is rejected. In other words, there is a significant relationship between evaluating the performance of the staff and client satisfaction.

Investigating the questions related to the primary hypothesis

The primary question: there is a significant relationship between managing the relationships with clients and client satisfaction.

Table 11 shows the comparison of the mean index score of the influence of managing relationships with clients on client satisfaction with the standard scores

$$H_0 : \mu \leq 3$$

$$H_1 : \mu > 3$$

H₁: there is a significant relationship between managing relationships with clients and client satisfaction.

H₀: there is not a significant relationship between managing relationships with clients and client satisfaction.

The mean score of the respondents was 3.26 and the standard deviation was 0.756. Since the observed t was not significant at P<0.01, the zero hypothesis is not rejected. In other words, there is a significant relationship between managing the relationships with clients and client satisfaction.

Conclusion and discussion

The analysis of the findings related to the first question of the study showed that the mean score of the respondents was 3.42 and the standard deviation was 0.472. Since the observed t was significant, it could be concluded that there is a significant relationship between the performance of the staff and client satisfaction.

The analysis of the indexes related to the influence of the performance of the staff on client satisfaction showed that the greatest influence was related to the 7th question (do the staff in this organization possess enough innovativeness and creativity in doing their tasks?) with 77%.

Based on the findings, it could be concluded that the staff can make clients satisfied by being on time, doing their tasks quickly, and being innovative in their jobs.

The comparison of the male and female responses showed that there is not a significant difference among men and women in terms of the influence of the performance of the staff on client satisfaction ($P=0.897$)

The analysis of the questions related to the first secondary hypothesis showed that the average score of the influence of the ability of the managers in fulfilling their duties on client satisfaction was 3.25 and the standard deviation was 0.684. Since the observed t was significant at $P<0.01$, it could be concluded that there is a significant relationship between the ability of the managers and client satisfaction. In other words, the ability of the managers leads to client satisfaction.

The findings of the study imply that managers should be trained before employment and encouraged to be innovative so that they can make clients satisfied.

The results of the second secondary hypothesis showed that the average score of the influence of the ability of the staff in fulfilling their duties on client satisfaction was 3.25 and the standard deviation was 0.684. Since the observed t was significant at $P<0.01$, it could be concluded that there is a significant relationship between the ability of the staff with client satisfaction. In other words, the staff believes that the ability of the staff in doing their tasks leads to client satisfaction.

Analyzing the indexes related to the influence of the ability of the staff in doing their tasks on client satisfaction showed that the greatest influence was in the first question (how skillful are your employees in doing their tasks?) with 80%.

According to the findings of the study, staff can be made competent by being trained and encouraged to be innovative and, in this way, clients are made satisfied.

The analysis of the findings related to the second secondary hypothesis showed that the average score of the influence of the ability of the staff in doing their tasks on client satisfaction was 3.25 and the standard deviation was 0.684. Since the observed t was significant at $P<0.01$, it could be concluded that there is a relationship between the ability of the staff and client satisfaction. In other words, the employees believe that the ability of the staff in doing their tasks leads to more client satisfaction.

The analysis of the indexes related to the influence of the ability of the staff in doing their tasks showed that the greatest influence was in the first

question (how competent are your employees in doing their tasks?) with 80%.

According to the findings, it could be concluded that staff can be made competent by being trained and encouraged to be innovative and, in this way, improve client satisfaction.

The comparison of the opinions of respondents in terms of their management years showed that individuals with different years of management did not have different opinions regarding the influence of the ability of the staff in doing their tasks on client satisfaction ($P=0.254$).

The comparison of the opinions of male and female respondents showed that men and women have different ideas about the influence of the ability if the staff in doing their tasks on client satisfaction were different ($P=0.044$).

The analysis of the findings related to the third secondary hypothesis showed that the average score of the influence of the managers' motivation on client satisfaction was 3.06 and the standard deviation was 0.822. Since the observed t was significant at $P<0.01$, it could be concluded that there is a significant relationship between the managers' motivation and client satisfaction.

Analyzing the indexes related to the influence of the managers' motivation on client satisfaction showed that the greatest influence was in the 26th question (how much do the managers try to do their job duties?) with 62.9. In other words, more than half of the managers believe that they do their best in doing their tasks, which leads to client satisfaction.

Based on the findings, it could be concluded that the Hormozgan Judiciary can motivate better performance of the managers by recognizing good performance of the staff and managers, and giving financial rewards to those who work innovatively and, in this way, improve client satisfaction.

The analysis of the findings related to the 4th secondary hypothesis revealed that the average score of the influence of the motivation of the staff on client satisfaction was 3.37 and the standard deviation was 0.486. Since the observed t was significant at $P<0.01$, it could be concluded that there is a significant relationship between the staff's motivation and client satisfaction.

The analysis of the indexes related to the influence of the staff's motivation on client satisfaction showed that the greatest influence was in the 8th question (are your employees more motivated when they achieve success?) with 81.1. In other words, more than half of the Hormozgan Judiciary staff believes that they are more motivated when they achieve success. The findings imply that the Hormozgan Judiciary can improve staff motivation

and eventually client satisfaction by recognizing and rewarding hard working and creative staff.

The comparison of the opinions of the respondents in terms of their management years did not show a significant difference in their opinions. ($P=0.122$).

The comparison of male and female responses showed that men and women had different ideas about the influence of the staff's motivation on client satisfaction ($P=0.011$).

Analyzing the 5th secondary hypothesis showed that the average score of the influence of supporting managers on better performance and client satisfaction was 3.17 and the standard deviation was 0.701. Since the observed t was significant, it could be concluded that the Hormozgan Judiciary managers believe that supporting managers by the organization can help improve performance and client satisfaction.

Analyzing the indexes related to the influence of supporting managers on better performance and client satisfaction showed that the greatest influence was in the 32nd question (are you supported by your manager in doing your tasks?) with 60%. In other words, over half of the managers believe that they are directly supported by their managers in doing their tasks.

The findings imply that the organization must provide managers with equipment and facilities and improve performance and client satisfaction by giving the managers financial support.

The comparison of the opinions of the respondents in terms of their management years did not show a significant difference in their opinions. ($P=0.141$).

The comparison of male and female responses showed that men and women did not have different ideas about the influence of the staff's motivation on client satisfaction ($P=0.135$).

Analyzing the findings related to the 6th secondary hypothesis showed that the average score of the influence of supporting the staff on better performance and client satisfaction was 3.38 and the SD was 0.566. Since the observed t was significant, it could be concluded that the Judiciary staff believe that supporting the staff leads to better performance and client satisfaction.

Analyzing the indexes related to the influence of supporting the staff on better performance and client satisfaction showed that the greatest influence was in the 12th question (are you supported by your direct manager in doing your tasks?) with 75.5%. In other words, more than half of the employees believe that they are supported by their managers directly.

The findings imply that the organization must provide staff with equipment and facilities and improve performance and client satisfaction by giving the staff financial support.

Analyzing the findings related to the 7th secondary hypothesis showed that the average score of the influence of the managers' performance on client satisfaction was 3.24 and the standard deviation was 0.822. Since the observed t was significant, it could be concluded that the Judiciary staff believe that evaluating the performance of the managers could lead to client satisfaction.

Analyzing the indexes related to the influence of the managers' performance on client satisfaction showed that the greatest influence was in the 38th question (does evaluating the performance of the managers lead to client satisfaction?) with 71.4%. In other words, more than half of the managers believe that evaluating their performance leads to giving better service to the clients.

The findings imply that the organization must timely and appropriately evaluate the performance of the managers and reward or punish them by exchanging information among top and lower positions and cause client satisfaction.

Analyzing the findings related to the 8th secondary hypothesis showed that the average score of the influence of the staff performance on client satisfaction was 3.66 and the standard deviation was 0.450. Since the observed t was significant, it could be concluded that there is a significant relationship between the performance of the staff and client satisfaction. In other words, the Judiciary staff believes that evaluating the performance of the staff could lead to client satisfaction.

Analyzing the indexes related to the influence of the staff's performance on client satisfaction showed that the greatest influence was in the 17th question (in your organization, to what degree are the employees made aware of the current affairs?) with 86.5%. In other words, more than half of the staff believes that they are made aware of the current affairs.

The findings imply that the organization must timely and appropriately evaluate the performance of the staff and reward or punish them by exchanging information among top and lower positions and cause client satisfaction.

Analyzing the findings related to the 9th secondary hypothesis showed that the average score of the respondents was 3.26 and the standard deviation was 0.756. Since the observed t was significant, it could be concluded that there is a significant relationship between using the management of the relationship with the clients and client satisfaction.

Analyzing the indexes related to the influence of managing relationships with the clients on client satisfaction showed that the greatest influence was in the 11th question (in your organization, to what degree are the clients given proper service?) with 76.9%.

The findings imply that in the Hormozgan Judiciary, timely service is given to the clients.

Implications

1- Since the managers' and the staff's skill and speed in performance can lead to better performance and therefore, client satisfaction, it is proposed that prior to employment, the managers and the staff be trained and monitored in order to achieve client satisfaction.

2- Since the more motivated the managers and the staff are, the more they try to give service to clients, it is proposed that the staff be rewarded on good performance and this way, improve client satisfaction.

3- Since timely and proper support of the managers and the staff's innovations can contribute to better performance, it is proposed that the organization support and reward creativity and innovation, and therefore improve client satisfaction.

4- It is proposed that client satisfaction be improved by timely evaluating the managers and the staff's performance and reward or punish accordingly.

5- It is proposed that feedback be received from clients on the performance, innovation, and creativity of the staff so that staff has better performance and clients are more satisfied.

Table 1: the population size

row	organization	Top managers	Middle managers	Operational managers	staff
1	Hormozgan judiciary	2	8	27	250

Table 2: the comparison of the index scores of the influence of the managers' performance on client satisfaction with the standard score

P	t	Standard deviation	mean	index
0.000	6.365	0.472	3.42	The influence of the managers' performance on client satisfaction

Table 3: the comparison of the index score of the influence of the managers' ability in fulfilling their duties on client satisfaction with the standard score

P	t	Standard deviation	mean	index
.000	3.865	.684	3.25	The influence of the managers' ability in fulfilling their duties

Table 4: the comparison of the mean index score of the influence of the ability of the staff to fulfill their duties on client satisfaction with the standard score

P	t	Standard deviation	mean	index
.000	4.705	.41934	3.3243	The influence of the ability of the staff to fulfill their duties

Table 5: the comparison of the index score of the influence of the managers' motivation on client satisfaction with the standard score

P	t	Standard deviation	mean	index
.000	1.543	.822	3.06	The influence of the managers' motivation

Table 6: the comparison of the index score of the influence of the staff's motivation on client satisfaction with the standard score

P	t	Standard deviation	mean	index
0.000	4.801	0.486	3,38	The influence of the staff's motivation

Table 7: the comparison of the mean index score of the influence of the managers' support by the organization on the improvement of the staff performance and client satisfaction with the standard score

P	t	Standard deviation	mean	index
0.000	2.479	.0701	3.17	The influence of the support of the managers by the organization

Table 8: the comparison of the mean index score of the influence of managing relationships with the clients on client satisfaction with the standard score

P	t	Standard deviation	mean	index
.000	3.999	.566	3.38	The influence of supporting the staff by the organization

Table 9: the comparison of the mean index score of the influence of evaluating the managers' performance on client satisfaction

P	t	Standard deviation	mean	index
0.000	2.971	0.822	3.24	The influence of evaluating the managers' performance

Table 10: the comparison of the mean index score of the influence of evaluating the performance of the staff on client satisfaction with the standard scores

P	t	Standard deviation	mean	index
0.000	8.874	0.450	3.66	The influence of evaluating staff

Table 11: the comparison of the mean index score of the influence of managing relationships with clients on client satisfaction with the standard scores

P	t	Standard deviation	mean	index
.019	2.435	.756	3.26	The influence of managing relationships with clients

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