



Investigation the quality of services at the Social Security General Office subsidiary branch in the West of Great Tehran

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ABSTRACT

Objective: The present study was conducted to investigate the quality of service of social security great organization to the clients, that the rate of clients' satisfaction to this organization will be evaluated by using the Garvin eight dimensions model. Statistical population of this study was to include all clients to the social security general office branches in the west of Great Tehran. **Methodology:** Due to the geographical distribution of statistical population and the importance of sample representativeness, and to achieve a homogeneous statistical sample, the sampling method in this research is non-probability quota sampling method and sample size should be estimated based on a Morgan table formula equal to 278 people. Data collection tool in this research was a questionnaire that the validity was confirmed using face validity and content methods, and its reliability was confirmed according to Cronbach's alpha coefficient. **Results:** Results have indicated that the clients' satisfaction to the social security organization branches of the beauty of providing services space, speed in providing services, simplicity and ease of providing services, providing services flexibility and rule of law was undesirable, and in contrast, in dimensions of authenticity in providing services, information and employee behavior that their satisfaction is at desirable level. **Conclusion:** In this study, the findings indicate that the clients' satisfaction to the Social Security Organization branches from five dimensions of providing services space beauty, speed in providing services, simplicity and ease of providing services, flexibility of providing services and rule of law were undesirable, and in turn, in the dimensions of authenticity in the providing services, informing, and employee behavior are desirable their satisfaction.

1. Introduction

With the increasing development of humanity, the relationship between states and nations are changing and redefining continuously. Today people tend to live in society, that in it, the government has more subtle presence, more efficient and more responsive. Government that is able with long-term and short-term planning are spread promising horizons an ahead of people and citizens, as its winners. Governments, in order to improve the quality of services, should know commit themselves to respond to the people to achieve the goals, not only do tasks that may be would not result to the desired goals, and ultimately, also ended to lack of general satisfaction and a waste of resources and time. In the new public management, the governments are faced with the main question, that how can the service that they provide be undertaken faster, better, cheaper and higher quality (Bazargan et al., 1998). In the public sector, providing services usually is done within the framework of laws, regulations and specific jurisdiction, and is done in an activity without commitment to bureaucratic structure, and often achieving the goals, and only, with an emphasis on process. Today, customers believe that that should achieve their consent. Customer service key, understands the customer and his feelings. Service is to safeguard the customer and without having an effective service system, can reduce the market share. To this end, the organizations should be providing an effective system service and control the quality of these services are attracting and keeping customers. Also high quality of service is the fulfillment of the expectations of customers on higher level of their expected level that this, in turn, will keep the customer (Haji-Sharif, 1995).

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Considering that the Social Security Organization as a public service institution in the whole country, which has more than 30 million are insured, so providing services with good quality can have a major impact on its clients' satisfaction. Thus, evaluate the quality and consequently, improve the quality of services will great help to improve services to the insured. In this study, an attempt is made to using the Garvin services quality evaluation model paid to investigation the quality of services provided in the social security branches in Tehran, from the perspective of customers (Alvani & Riahi, 2003).

2. Materials and methods

2.1 Theoretical foundations

Today, many companies and non-profit organizations have adopted new marketing concepts, such as product and service quality and acting accordingly. They have realize that a focus on customer needs was means paying attention to product quality and providing services to customers, as a result, these two issue is one of the latest marketing concepts and any organization that is trying to be customer oriented, must be familiar with these concepts.

2.1.1 Services

Service is a complex term. Because of this scope and complexity, over the decades from 60 to 80, is provided a wide range of definitions in relation to service, although it did not provide a definition of comprehensive service.

In this light, in the following that refers to a definition of the service:

- Service is the activity or benefit that offers one hand to the other hand, that was tangible and does not take ownership of something that may be result is a physical product or immaterial. (Kotler and Armstrong, 2000).
- Service is result that customers are demanding.

2.1.2 Quality

Leaders, opinion-makers, and managers of quality, the twenty-first century called the century of quality, and together believe that the most important movement of this century will be issue of quality. Peeler (1996) says the fact that perceived product quality is becoming the most important competition in the world of business has led to the era of current business call "quality era."

- International Standards Organization defines the quality of these: the totality of features and characteristics of the product or service that has the ability to meet customer needs. (Seyed Javadein & Kimasi, 2005).
- Quality: the ability of a product or service to meet the desired goal with the least possible cost. (Fiegenbaum & Karnani, 1991).

2.1.3 Customer Satisfaction

Satisfaction is derived from two Latin words, "satia" means adequate, and "facer" in the sense of doing or making. (Oliver, 1997). As a result, satisfaction is a means seek the things that are also followed, until get it fully. In the marketing literature to the different species has been definition of satisfaction, including:

- Individuals subjective evaluation utility.
- Customer satisfaction is a feeling or attitude of consumers towards the product or service, after being consumed. (Jamal & Naser, 2002)

2.2 The conceptual framework

2.2.1 Research hypotheses

2.2.1.1 The main hypotheses

- 1) The quality of services is desirable in the social security branches in dimension of providing services space beauty.
- 2) The quality of services is desirable in the branches of social security in dimension of authenticity in providing services.
- 3) The quality of services is desirable in the social security branches in dimension of speed in providing services.
- 4) The quality of services is desirable in the social security branches in dimension of employee's appropriate behavior.
- 5) The quality of services is desirable in the social security branches in dimension of providing services easily and simplicity.
- 6) The quality of services is desirable in the social security branches in informing dimension.
- 7) The quality of services is desirable in the social security branches in flexibility dimension.
- 8) The quality of services is desirable in the social security branches in rule of law dimension.

2.2.2 Conceptual model

According to the Garvin eight dimensions model presented conceptual model, as follows:

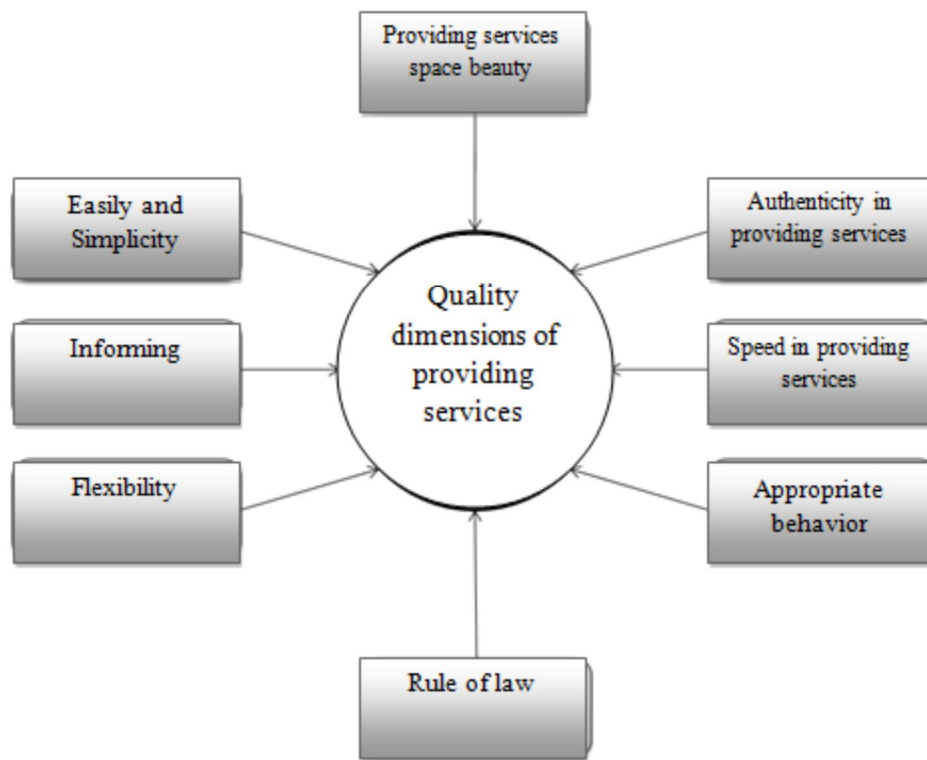


Figure 1: Research conceptual model based on the Garvin services quality evaluation model

2.3 Research History

This section presents an introduction to some of the studies and researches in the field of services quality.

- Bayat & Alizadeh Sani (2001) in applied survey research as to evaluate the quality in service organizations to measure service quality in the banking system, have been used the model of service quality gap analysis as appropriate model. The findings of this research were to demonstrate that is appropriate models and tools to measure the banking services quality.
- Kazazi and Dehghani (2003) have done the research with entitled the use of SERVQUAL model for the evaluation of the postal service quality of Iran. This research, which is also scientific aspect and also administrative aspects have yielded results, including, it is necessary to know the demands and expectations of customers to measure the quality of services and promote it, and optimal allocation of resources in the company post.
- Yonggi in research have provided a model of the relationship between service quality and reputation of the bank. According to the findings of this research the five dimensions of service quality has a direct impact on the reputation of the bank. In addition, according to the findings of these researchers, the reputation of the bank plays an important role in determining the behavior of Order and Order again and customer loyalty. This is more important in the banking industry, because it cannot before the purchase, compared to integrity the quality service.
- Chowdhary & Prakash (2007) presented a research study to prioritize the importance of five dimensions by using the SERVQUAL model. In this regard, a study was carried out in India, is seen being these five dimensions have equal importance to customers. According to this research, this was conducted on 16 types of services and in 4 categories, showing that the importances of each of the dimensions in each of the services are different.

2.4 Methods

According to a descriptive way, the extent of the statistical population and the need for generalization of data in this study is used of the survey. Statistical population of this study was to include all clients in the social security general office branches in the west of Great Tehran and on average are equivalent of 970 people a day. The social security general office branches in the west of Tehran are has 14 branches, which are distributed in districts 2, 5, 9, 10, 17, 18, 19, 21 and 22 of Tehran. Sampling method in this study is non-probability quota sampling, thus, a sample in one day and between the 14 branches of General Office West of Tehran. Given the sample size of each branch are selected randomly and sample size should be estimated based on a Morgan table formula equal to 278 people.

2.4.1 Methods and data collection tool

In this study, research methodology is survey and data collection tool are exclusively questionnaire (with a combination of open and closed questions). Issues in this questionnaire have been addressed to it, namely:

- 1) Quality of service in the social security branches in informing dimension;

- 2) Quality of service in the social security branches in dimension of speed in providing services;
- 3) Quality of service in the social security branches in dimension of authenticity in providing services;
- 4) Quality of services in the social security branches in dimension of providing services space beauty;
- 5) Quality of service in the social security branches in dimension of employee's appropriate behavior;
- 6) Quality of services in the social security branches in rule of law dimension;
- 7) Quality of service in the social security branches in dimension of providing services easily and simplicity;
- 8) Quality of service in the social security branches in flexibility dimension.

2.4.2 Validity and reliability of the questionnaire

In this study, given that the standard questionnaire, and separately, have been used in numerous domestic and foreign research and studies, as such, are have the necessary validity. In order to get the reliability, has been using Cronbach's alpha coefficient. Cronbach's alpha coefficient of the questionnaire is calculated by the SPSS 15 software, which is equal to 0.928, which is indicative of the stability and internal consistency of the questionnaire.

3. Discussion and results

3.1 Data analysis

3.1.1 Descriptive analysis

3.1.1.1 Gender of respondents

Table 1. Distribution of respondents according to gender

Valid Percent	Frequency Percent	Frequency	Description	Row
34.7	34.0	103	Female	1
65.3	64.4	194	Male	2
-	2.0	6	Unanswered	3
100.0	100.0	303	Total	

3.1.1.2 Marital status of respondents

Table 2. Distribution of respondents according to marital status

Valid Percent	Frequency Percent	Frequency	Description	Row
78.5	75.9	230	Married	1
19.5	18.8	57	Single	2
-	2.0	6	Unanswered	3
100.0	100.0	303	Total	

3.1.1.3 Education status of respondents

Table 3. Distribution of respondents according to education status

Valid Percent	Frequency Percent	Frequency	Description	Row
0.7	0.7	2	Illiterate	1
1.7	1.7	5	Elementary	2
5.0	5.0	15	Guidance	3
30.7	30.7	93	School and diploma	4
23.8	23.8	72	Associate Degree	5
30.0	30.0	91	Bachelor	6

5.3	5.3	16	Master	7
0.7	0.7	2	Ph.D.	8
2.3	2.3	7	Seminary	9
100.0	100.0	303	Total	

3.1.1.4 Employment status of the respondents

Table 4. Distribution of respondents according to employment status

Valid Percent	Frequency Percent	Frequency	Description	Row
76.8	75.2	228	Practitioner	1
4.4	4.3	13	Student / University student	2
3.0	3.0	9	Housewife	3
4.0	4.0	12	Unemployed	4
11.8	11.6	35	Retired	5
-	2.0	6	Unanswered	6
100.0	100.0	303	Total	

3.1.1.5 Age groups of respondents

Table 5. Distribution of respondents according to age groups

Valid Percent	Frequency Percent	Frequency	Description	Row
1.8	1.7	5	Between 15 to 24 years	1
9.1	8.6	26	Between 25 to 34 years	2
17.2	16.2	49	Between 35 to 44 years	3
34.4	32.3	98	Between 45 to 54 years	4
31.6	29.7	90	Between 55 to 64 years	5
6.0	5.6	17	More than 64 years	6
-	5.9	18	Unanswered	7
100.0	100.0	303	Total	

3.1.1.6 Type of client's relationship in the social security branches

Table 6. The relationship of clients with social security

Valid Percent	Frequency Percent	Frequency	Description	Row
55.8	55.4	168	Insured	1
20.9	20.8	63	Employer	2
15.0	14.9	45	Pensioner	3
8.3	8.3	25	Other	4

-	0.7	2	Unanswered	5
100.0	100.0	303	Total	

3.1.2 Inferential Analysis

3.1.2.1 Test hypotheses

Researchers to investigate research hypotheses have used test of a single sample and the amount of means to perform statistical tests, are considered $\mu_x = 2.8$ (taken from the average of the overall index performance). Accordingly, the amount of $\mu_x = 2.8$, is considered showed satisfaction of clients to social security branches, and the less amount of that, is deemed in order dissatisfaction.

3.1.2.1.1 First hypothesis: Satisfaction of providing services space beauty

For analysis of in the clients satisfaction rate field to the social security branches of providing services beauty space, the average modern equipment and new variables to providing services (computer systems), attractive interior decoration and branch welfare facilities, beautification and cleanliness of the employees of the social security branches according to appearance, beauty of design and appearance of equipment, materials, forms and used documents in the provision of services was defined entitled satisfaction from providing services beauty space and has been tested. Null hypothesis: The quality of services is not desirable in the social security branches in dimension of providing services space beauty. Opposite hypothesis: The quality of services is desirable in the social security branches in dimension of providing services space beauty.

Table 7. Results of descriptive statistics about the client's satisfaction of social security branch to providing services space beauty

Standard deviation	Mean	Variable
0.710	2.75	providing services space beauty

Table 8: The results of a single sample test mean about the client's satisfaction of social security branch to providing services space beauty

Significant level	Test statistic	Variable
0.029	-2.225	providing services space beauty

Given that, the level of significance is greater than the level of error, therefore, the null hypothesis is accepted. Since then, because the being greater the significance level than level error and the value of the test statistic, we can be said that at confidence level of 95 percent the sample data have sufficient indications to confirm the null hypothesis, and therefore, the client's satisfaction to social security branches is not desirable to providing services space beauty.

3.1.2.1.2 Second hypothesis: Satisfaction of authenticity in providing services

About indicators that are related to "authenticity in providing services", it should be noted that in this regard, there is indicators such as the commitment of managers and employees of social security spending in the process of doing accurate, reliable service supplied to customers, and providing services without error.

Null hypothesis: The quality of services is not desirable in the social security branches in dimension of authenticity in providing services.

Opposite hypothesis: The quality of services is desirable in the social security branches in dimension of authenticity in providing services.

Table 9. Results of descriptive statistics about the client's satisfaction of social security branch to authenticity in providing services

Standard deviation	Mean	Variable
0.705	2.88	authenticity in providing services

Table 10. The results of a single sample test mean about the client's satisfaction of social security branch to authenticity in providing services

Significant level	Test statistic	Variable
0.001	3.371	authenticity in providing services

Given that, the level of significance is smaller than the level of error, therefore, the null hypothesis is not accepted. Since then, because the being smaller the significance level than level error and the value of the test statistic, we can be said that at confidence level of 95 percent the sample data have not sufficient indications to confirm the null hypothesis, and therefore, the client's satisfaction to social security branches is desirable to authenticity in providing services.

3.1.2.1.3 Third hypothesis: Satisfaction of speed in providing services

There are indicators, which will be discussed in relation to the "speed in providing services", such as announced exact time of do service to clients by staff, high-speed providing services to customers, staff enthusiasm of social security branches to help as soon as possible to clients, and accelerate in personnel response of social security branch to clients' demands.

Null hypothesis: The quality of services is not desirable in the social security branches in dimension of speed in providing services.

Opposite hypothesis: The quality of services is desirable in the social security branches in dimension of speed in providing services.

Table 11. Results of descriptive statistics about the client's satisfaction of social security branch to speed in providing services

Standard deviation	Mean	Variable
0.757	2.78	speed in providing services

Table 12. The results of a single sample test mean about the client's satisfaction of social security branch to speed in providing services

Significant level	Test statistic	Variable
0.317	-1.001	speed in providing services

Given that, the level of significance is greater than the level of error, therefore, the null hypothesis is accepted. Since then, because the being greater the significance level than level error and the value of the test statistic, we can be said that at confidence level of 95 percent the sample data have sufficient indications to confirm the null hypothesis, and therefore, the client's satisfaction to social security branches is not desirable to speed in providing services.

3.1.2.1.4 Fourth hypothesis: Satisfaction of appropriate behavior

There are indicators, which will be discussed in relation to "appropriate behavior", such as being reassuring the employee behavior of the social security branches for clients, clients feel safe in their interactions with employees of the social security branches, respectful and courteous employees behavior in social Security branches with clients, and the knowledge and communication skills of employees to respond to clients' questions.

Null hypothesis: The quality of services is not desirable in the social security branches in dimension of employee's appropriate behavior.

Opposite hypothesis: The quality of services is desirable in the social security branches in dimension of employee's appropriate behavior.

Table 13. Results of descriptive statistics about the client's satisfaction of social security branch to speed employee's appropriate behavior

Standard deviation	Mean	Variable
0.007	2.93	employee's appropriate behavior

Table 14. The results of a single sample test mean about the client's satisfaction of social security branch to employee's appropriate behavior

Significant level	Test statistic	Variable
0.000	6.073	employee's appropriate behavior

Given that, the level of significance is smaller than the level of error, therefore, the null hypothesis is not accepted. Since then, because the being smaller the significance level than level error and the value of the test statistic, we can be said that at confidence level of 95 percent the sample data have not sufficient indications to confirm the null hypothesis, and therefore, the client's satisfaction to social security branches is desirable to employee's appropriate behavior.

3.1.2.1.5 Fifth hypothesis: Satisfaction of easily and simplicity

For analysis of in the clients satisfaction rate field to the branches of social security to simplicity and ease providing services, is definition and has been the test the variables such as low levels expected in times of (branches, telephone), providing services without the involvement of more than to clients in doing the work process, and low levels of clients promptly in their interactions with social security branches.

Null hypothesis: The quality of services is not desirable in the social security branches in dimension of providing services easily and simplicity.

Opposite hypothesis: The quality of services is desirable in the social security branches in dimension of providing services easily and simplicity.

Table 15. Results of descriptive statistics about the client's satisfaction of social security branch to providing services easily and simplicity

Standard deviation	Mean	Variable
0.722	2.66	providing services easily and simplicity

Table 16. The results of a single sample test mean about the client's satisfaction of social security branch to providing services easily and simplicity

Significant level	Test statistic	Variable
0.311	-5.932	providing services easily and simplicity

Given that, the level of significance is greater than the level of error, therefore, the null hypothesis is accepted. Since then, because the being greater the significance level than level error and the value of the test statistic, we can be said that at confidence level of 95 percent the sample data have sufficient indications to confirm the null hypothesis, and therefore, the client's satisfaction to social security branches is not desirable to providing services easily and simplicity.

3.1.2.1.6 Sixth hypothesis: Satisfaction of informing

There are indicators, which will be discussed in relation to "informing", such as multiple channels of information in social security branches to inform the public, being update the Web system of social security organization and clear the supplied information by channels of information. Null hypothesis: The quality of services is not desirable in the social security branches in informing dimension. Opposite hypothesis: The quality of services is desirable in the social security branches in informing dimension.

Table 17. Results of descriptive statistics about the client's satisfaction of social security branch from informing

Standard deviation	Mean	Variable
0.759	2.59	informing

Table 18. The results of a single sample test mean about the client's satisfaction of social security branch from informing

Significant level	Test statistic	Variable
0.421	-8.704	informing

Given that, the level of significance is greater than the level of error, therefore, the null hypothesis is accepted. Since then, because the being greater the significance level than level error and the value of the test statistic, we can be said that at confidence level of 95 percent the sample data have sufficient indications to confirm the null hypothesis, and therefore, the client's satisfaction to social security branches is not desirable from informing.

3.1.2.1.7 Seventh hypothesis: Satisfaction of flexibility

For analysis of in the clients satisfaction rate field to the social security branches to flexibility of providing services, is definition and has been the test the variables such as the provision of services by the social security branches in accordance with the wishes and interests of clients, understand the problems of clients by employees of social security branches, and honestly act of managers and employees of the social security branches to solve the problem of clients.

Null hypothesis: The quality of services is not desirable in the social security branches in flexibility dimension. Opposite hypothesis: The quality of services is desirable in the social security branches in flexibility dimension.

Table 19. Results of descriptive statistics about the client's satisfaction of social security branch from flexibility

Standard deviation	Mean	Variable
0.727	2.80	flexibility

Table 20. The results of a single sample test mean about the client's satisfaction of social security branch from flexibility

Significant level	Test statistic	Variable
0.958	-0.53	flexibility

Given that, the level of significance is greater than the level of error, therefore, the null hypothesis is accepted. Since then, because the being greater the significance level than level error and the value of the test statistic, we can be said that at confidence level of 95 percent the sample data have sufficient indications to confirm the null hypothesis, and therefore, the client's satisfaction to social security branches is not desirable from flexibility of providing services.

3.1.2.1.8 Eighth hypothesis: Satisfaction of rule of law

There are indicators, which will be discussed in relation to the "rule of law", such as the emphasis on the rule rather than the relationship in the investigation at the request of customers and insured, follow up complaints insured and clients as appropriate, and be satisfactory the responding way to the complaints for clients.

Null hypothesis: The quality of services is not desirable in the social security branches in rule of law dimension. Opposite hypothesis: The quality of services is desirable in the social security branches in rule of law dimension.

Table 21. Results of descriptive statistics about the client's satisfaction of social security branch from rule of law

Standard deviation	Mean	Variable
0.798	2.82	rule of law

Table 20. The results of a single sample test mean about the client's satisfaction of social security branch from rule of law

Significant level	Test statistic	Variable
0.541	0.641	rule of law

Given that, the level of significance is greater than the level of error, therefore, the null hypothesis is accepted. Since then, because the being greater the significance level than level error and the value of the test statistic, we can be said that at confidence level of 95 percent the sample data have sufficient indications to confirm the null hypothesis, and therefore, the client's satisfaction to social security branches is not desirable from rule of law.

4. Conclusion

The present study was conducted to evaluate the quality of providing services about the social security great organization to clients. The investigation was conducted, it was determined that evaluate the quality of service carried out in different organizations, but in Social Security Organization, just as is the view of employees.

In this study, the findings indicate that the clients' satisfaction to the Social Security Organization branches from five dimensions of providing services space beauty, speed in providing services, simplicity and ease of providing services, flexibility of providing services and rule of law were undesirable, and in turn, in the dimensions of authenticity in the providing services, informing, and employee behavior are desirable their satisfaction.

In the first hypothesis, results to indicate that clients' satisfaction to social security branches is not desirable to providing services beauty space. Points of view "modern and new equipment to provide services (computer systems)" and "attractive interior decoration and facilities of branches", respectively, was highest and the lowest priority of importance, and the components of "beautification and cleanliness of the employees of the social security branches appearance "and" attractive interior decoration and branch facilities " respectively, have been the highest and lowest ranking in terms of performance evaluation.

In the second hypothesis, it was found that clients' satisfaction to social security branches is desirable to this dimension of providing services. From their perspective the "providing services without error" and "reliable of the services offered to clients" have been respectively, the highest and the lowest priority importance.

In the third hypothesis, results to indicate that the quality of services is not desirable in the social security branches in dimension of speed in providing services.

In fourth hypothesis research was found client's satisfaction to social security branches is desirable to this dimension. From the their perspective the "knowledge and communication skills of employees to answer questions of clients" and "clients feel secure in their interactions with employees of the social security branches ", respectively were highest and the lowest priority of importance, and the components of "conduct respectful and courteous staff of social security branches with clients "and" reassuring employee behavior of the social security branches for clients ", respectively, have been the highest and lowest ranking in terms of performance evaluation.

In fifth hypothesis research findings to indicate that clients' satisfaction to social security branches is not desirable from simplicity and ease of providing services. From their perspective, the "to low the amount of clients promptly in their interactions with the social security branches" and " to low the amount of expectation in turns (branches, telephone)" respectively, have been the highest and the lowest priority importance.

In sixth hypothesis of this study, it was found that the clients' satisfaction to social security branches is not desirable from this dimension of providing services. From their perspective, "the number of informing channels to inform the public of the social security branches" and "clear the supplied information via informing channels" was respectively, the highest and the lowest priority of importance, and the components of "multiple channels informing in social security branches to inform the public "and" clear the supplied information via informing channels "are respectively, have the highest and lowest ranking in terms of performance evaluation.

In seventh hypothesis of the research results, it was understood that the clients' satisfaction of social security branches is not desirable from flexible of services. From their perspective the " honestly acting of managers and employees of social security branches to solve the clients problem" and "providing services by social security branches in accordance with the wishes and interests of clients", respectively, have been the highest and the lowest priority importance.

In eighth hypothesis, results to indicate that clients' satisfaction to social security branches, from rule of law is not desirable. From their perspective the "emphasis on the rules rather than the relationship in the investigation at the request of customers and insured" and "follow-up complaints of customers and insured as appropriate" respectively were highest and the lowest priority importance, and components of "satisfactory method of response to complaints for clients "and" follow-up complaints of customers and insured as appropriate" respectively have been the highest and lowest ranking in terms of performance evaluation.

Table 23, briefly shows the status of clients' satisfaction to Social Security Organization branches from various aspects of providing services

Table 23. Client's satisfaction to social security branches from various aspects of providing services

Mean	Satisfaction status	Satisfaction Factor	Row
2.75	Dissatisfaction	providing services space beauty	1
2.88	Satisfaction	authenticity in providing services	2
2.78	Dissatisfaction	speed in providing services	3
2.93	Satisfaction	Appropriate behavior	4
2.66	Dissatisfaction	Simplicity and Easily	5
2.59	Dissatisfaction	informing	6
2.80	Dissatisfaction	Flexibility	7
2.82	Dissatisfaction	rule of law	8

From research findings, we are recommended the following suggestions for implementing and improving services in social security organizations:

1. The appearance and internal characteristics of branches has impact on the perceived atmosphere by customers. When the environment is appropriate, also expects is not long and greater provided customer satisfaction.
2. Performing 6 month systematic survey to measure the satisfaction of clients of Social Security Organization branches and using their results to correct existing problems.
3. Development of e-services capabilities.
4. Review of business processes with the aim of increasing the speed of providing services.
5. Special education to newcomer human resources with the aim of increasing the speed of providing services.
6. Making regulated employee's behavior of Social Security Organization with customers, and the definition of proper behavior with customers to employees.
7. Review of the design and re-engineering of do work process in the social security branches, in order to facilitate the work.
8. Appropriate informing to the insured and those covered to be familiar with the laws and regulations of the organization.
9. Define the clear mechanisms to appropriate response to the criticisms made by the customer.

Meetings with organization audience to training and their knowledge of the laws and regulations of the organization and the rights of the parties.

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