

Comparison of Bond Organization and Workers job Satisfaction in Medical Centers that Had Total Quality Management with other Medical Centers in Rasht

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ABSTRACT

The purpose of this research is the comparison of organizational commitment and job satisfaction of personnel's and client satisfaction in remedial centers that have total quality management (TQM) system with other remedial centers.

This research is a causal – comparative research . Statistical population is all the personnel's and clients to different parts of governmental hospitals that have (TQM) system and social security centers, and other remedial centers without (TQM) . The samples are 400 personnel's and 200 clients of above – mentioned centers. Sampling method is stratified random sampling. Dawis job satisfaction and clients forms. Data were analyzed by using independent T. Results showed there are significant differences between organizational commitment and job satisfaction of personal's of (TQM) centers and other remedial centers. Also, the governmental commitment of personnel's (male & females) of (TQM) centers is more that of personnel's of other remedial centers.

KEYWORDS: governmental commitment, Total quality management, Job satisfaction, Remedial centers

1. INTRODUCTION

Now, only organizations have suitable condition that their most important activity is providing customers' wants and needs with least costs and most quality. High quality products and services in organization are very important characteristics of it. Institutional compatibility is process intuitionism quality and quality index in institutional structures, institution s compatibility reviews organization s dynamism in the periods, compatibility approaches are studied in different aspect of organization and in different periods. These compatibility approaches of districts or organizations subsystem are studied as demonstrator of quality index. One important method for recognition of quality indexes is use of systems approach, namely, recognition of input and output components, process, quality is based on special basis that has similar significance with recognized index, and any subsystem is institution that has some activities and quality indexes. In fact, compatibility amount of eleven district or educational institution s sub systems with attention to quality index as topic that has relation with all of these districts is quality management, in fact, achievement tool to institutional compatibility amount quality is Total Quality Management(TQM). TQM insist on total satisfaction of inward and domestic and foreign customers and in management situation seeks continuous development of all process and subsystems, TQM lists quality indexes details in districts and offers important opportunity for compatibility until improve institutions quality in total method, TQM has systematic approach and organizational development and quality management on the continual basis and its able to solve quality crisis problem of educational and institutions and Total Quality Management (TQM) components offer total framework that managers can use it for quality improving ,denoting of districts or institutions sub systems provide wide context for TQM use recognition. In fact, can be said that low quality show management lack and weakness. (Mosaddegh Rad, 2007, 32).

Theoretical framework of research

One of social institutions responsibility is reach to existence purposes of that institution that is related to cooperation and coordination of all factors that have systematic interaction that human role in organizational level is more important that as sensible factor with physical and virtual needs, personal purposes, organizational and group expectation should be considered more than factors (Moshabaki, 2004). recognition and review of occupational commitment is one of organizational development factors and cause to improving administrative structures, decrease of energy and time waste, correct use of condition, optimization of communication and information .when occupational commitments increase, interaction between organization elements and their

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several structures will have better quality and appear economical, political, communicational and informational changes and increase customers satisfaction (Moein pour and cooperaters, 2005). Now, attention to systems quality control and necessity of different standard regard in productions services for competition in national, regional and universal level, is very important and unavoidable. One of principal and important tools for control and decrease of cost and energy and time waste and optimization of organizations specially medical centers is topic of total quality management establishment. Quality institutional compatibility, process institutionalizing amount and quality indexes is in the institutional structures. Institutional structure studies institution dynamism in the time duration (selzenick, 1957). For diagnosis of quality index, systemic process use and recognition of its component (input, process, and output) is necessary. Quality index in any district of weakness and strength point shows opportunities and threats (SWOT) in organization and appear many factors. For determining of distinguishing quality institutional compatibility and access to institutions quality, total quality management as a tool creates important opportunity for quality institutional compatibility. Many researchers have been performed about research topic that we imply to some of this research. Graham (2009) in his research as title different effects of opposite managerial styles on occupational satisfaction in health division in Nebraska University concluded that employees face to conflict in different condition in work place. Managers can use different style for solving conflicts. Selected method by managers has direct effect on occupational satisfaction. Ehsan (2009) in his research as title occupational stress and its effect on occupational satisfaction between employees in Malaysia University concluded that it is notable negative relation between occupational pressure and occupational satisfaction. Jones (2008) in investigation as titled education, working satisfaction and administrative performance in Britain concluded that when employees are educated about their works have high level administrative performance and this good and high level performance lead to high level satisfaction of employees about their works. Warner and their cooperation (2005) suggested in their investigation as title "review of relation between organizational justice and job satisfaction" that procedural justice is the best predictor of their job satisfaction and although distribution justice is effective but has less effect but all of three organizational justice components (distribution, interactive and procedural) has significant relation with organizational national behavior. Cremer and dijk (2006) in their research as title relation between organizational justice with organizational satisfaction and commitment that has been performed among some educational and investigational centers employees in London, showed that between procedural justice and organizational commitment of employees is significant relation and with procedural justice presence, employees attitude health in commitment and satisfaction framework will be influenced. Maidan (1991) in his research as title comparison of job satisfaction between public and private sector employees on the basis of two factorial Herzberg theory, that has been performed by questionnaire indicated that effect of motivating factors on their job satisfaction is very important but health factors effect on job satisfaction in public group is more than private group and show notable difference. Canis Wm Cheng & Anita Mm Liu in similar research about building companies in Hong Kong write: different researchers has emphasized that commitment is effective on total quality management efficiency. on the basis of their viewpoint, inability in TQM expressing is by unconformity with organizational commitment, Delan and Hawser (1999) believe that, because we can look at organizational commitments as common values or similar beliefs among organization members, therefore, organizational commitment is effective on people viewpoint about TQM. (Chong vilu, 2007, 2).

Turkman in their investigation as title "study of job satisfaction of elementary school, guidance school and high school and art school teachers in Masjed Soleiman city concluded that, from job satisfaction viewpoint, all of teachers in different level haven't significant difference.

Research hypothesis

Principal hypothesis

There is significant difference between employees' organizational commitment and job satisfaction and clients' satisfaction in Rasht medical centers that use total quality management in comparison to other centers that don't use of this system.

Special hypothesis

1. There is significant difference about employees organizational commitment between medical centers that use total quality management in comparison to other centers.
2. There is significant difference about employees' job satisfaction between medical centers that use total quality management and other centers.
3. There is significant difference about clients' satisfaction between medical centers that use total quality management and other centers.

RESEARCH METHODOLOGY

This research method is descriptive and comparative –causal. Statistical universe of this research is consisting of Rasht medical centers of medical science university universe and social insurance organization that has 9000 personnel and 400 clients. Also random –categorized sampling method was used in this research, that 200 persons were evaluated on the basis of Kerjesi Morgan table. In this research, questionnaire was used for necessary data collecting and also independent T test has been used for comparison of two groups.

Data and information analysis

Independent T test has been used for hypothesis test and results have been offered in this table:

Hypothesis 1: There is significant difference about employees' organizational commitment between medical centers that use total quality management and other centers.

Final results have been offered in table 1.

Table 1. Statistical components of sample person about organizational commitment variable and independent t test result.

Significant level	Independence degree	T	Standard deviation	Mean	Group
0/000	450	3/862	11/453	65/26	medical centers that use total quality management
			61/485	61/48	Ordinary medical centers
				3/78	variance

According to these table numbers, mean of organizational commitment score in medical centers that use total quality management is 65/26 with standard deviation 11/453 that is more than ordinary medical centers with mean of 61/48 and standard deviation 61/48. Independent T test has been used for study of organizational commitment score difference in two groups. On the basis of observations, organizational commitment mean difference in 0.01 level is significant ($T_{450} = 3/862$ and $P = 0/000$, so with %99 confidence can be concluded that employees in medical centers that use total quality management have more organizational commitment than other medical centers employees.

Hypothesis 2. There is significant difference about employees' job satisfaction between medical centers that use total quality management and other centers.

Result of job satisfaction comparison among two groups has been offered in table 2.

Table 2. Statistical components of sample persons in relation to job satisfaction and results of independent T test.

Significance level	Independence degree	T	Standard deviation	Mean	Group
0/000	450	27/694	18/509	143/49	medical centers that use total quality management
				98/21	Ordinary medical centers
				45/29	variance

According to these table numbers, mean of job satisfaction score in medical centers that use total quality management is 143/49 with standard deviation 18/508 that is more than ordinary medical centers with mean of 98/21 and standard deviation 16/239. Independent T test has been used for analysis of job satisfaction score difference in two groups. On the basis of observations, job satisfaction mean difference in 0.01 level is significant ($T_{450} = 27/694$ and $P = 0/000$, so with %99 confidence can be concluded that employees in medical centers that use total quality management have more job satisfaction in comparison to other centers employees.

Hypothesis 3. There is difference about employees' organizational commitment and job satisfaction, on the basis of sex, between medical centers that use total quality management and other centers.

Organizational commitment and job satisfaction Comparison results between two groups have been presented in table 3.

Table 3. statistical components of sample persons in relation to job satisfaction and organizational commitment variables on the basis of sex and independent t test results.

Significance level	Independence degree	T	Standard deviation	Mean	group	variable	sex
0/001	397	3/480	11/318	64/81	medical centers that use total quality management	Organizational commitment	female
			9/339	61/21	Ordinary centers		
0/000	397	25/896	19/043	143/98	medical centers that use total quality management	Job satisfaction	
			16/294	98/11	Ordinary centers		
0/231	51	1/213	12/067	67/90	medical centers that use total quality management	Organizational commitment	male
			9/288	64/22	Ordinary centers		
0/000	51	9/682	15/031	140/70	medical centers that use total quality management	Job satisfaction	
			16/005	99/22	Ordinary centers		

According table digits, female s organizational commitment score mean in medical centers that use total quality management is 64/81 and with standard deviation 11/318 that is more than ordinary medical centers with mean of 61/21 and standard deviation 61/339. Independent T test has been used for review of organizational commitment score difference in two groups. On the basis of observations, organizational commitment mean difference in 0.01 level is significant ($T_{450} = 3/48$ and $P=0/000$), so with %99confidence can be concluded that female employees in medical centers that use total quality management have more organizational commitment in comparison to other centers employees. Also, male s organizational commitment score mean in medical centers that use total quality management is 67/90 and with standard deviation 12/067that is more than ordinary medical centers with mean of 64/22 and standard deviation 9/288. Independent T test has been used for review of males' organizational commitment score difference in two groups. It seems, males' organizational commitment mean difference in two groups isn't significant. ($T_{51}=1/213$ and $P=0/231$). In other words, male s organizational commitment score mean in medical centers that use total quality management is similar to other centers approximately. Also, with attention to this table's digit, we can observe that females job satisfaction mean in centers that use total quality management system is 143/98 with standard deviation 19/043 that is more than other centers with mean 98/11 and standard deviation 16/294. Independent T test has been used for review of females' job satisfaction score difference in two groups. It seems, females job satisfaction mean difference in 0.01 level is significant ($T_{397} = 25/896$ and $P=0/000$), so with %99confidence can be concluded that female employees in medical centers that use total quality management have more job satisfaction in comparison to other centers employees. Also, with attention to tables' digits it is obvious that males' job satisfaction mean in centers that use total quality management system is 140/070 with standard deviation 15/031 that is more than other medical centers with mean 99/22 and standard deviation 16/005. Independent T test has been used for analysis of males' job satisfaction score difference in two groups. It seems, males job satisfaction mean difference in 0.01 level is significant ($T_{51} = 9/682$ and $P=0/000$), so, with %99confidence can be concluded that male employees in medical centers that use total quality management have more job satisfaction than other centers employees.

Hypothesis 4: There is difference in employees' organizational commitment and job satisfaction, on the basis of educational degree, between medical centers that use total quality management and other centers. Organizational commitment and job satisfaction Comparison results between two groups on the basis of educational degree have been presented in table 4.

Table 4. Statistical components of sample persons in relation to job satisfaction and organizational commitment variables on the basis of educational degree and independent t test results.

Significance level	Independence degree	T	Standard deviation	Mean	group	variable	Educational degree
0/641	37	0/470	10/569	64/28	medical centers that use total quality management	Organizational commitment	diploma
			10/670	65/89	Ordinary centers		
0/000	37	7/503	19/363	142/57	medical centers that use total quality management	Job satisfaction	
			10/786	104/00	Ordinary centers		
0/144	37	1/494	12/782	69/45	medical centers that use total quality management	Organizational commitment	technician
			11/512	63/40	Ordinary centers		
0/000	37	9/566	17/525	151/87	medical centers that use total quality management	Job satisfaction	
			13/747	100/87	Ordinary centers		
0/001	535	3/445	11/061	64/56	medical centers that use total quality management	Organizational commitment	Bachelor And higher degree
			9/065	60/87	Ordinary centers		
0/000	535	23/645	18/441	141/71	medical centers that use total quality management	Job satisfaction	
			16/592	97/39	Ordinary centers		

As seen, mean of employees' organizational commitment with diploma degree in medical centers that use total quality management is 64/28 with standard deviation 10/569 that is less than organizational commitment mean of employees with diploma degree in ordinary medical degree with mean 65/89 and standard deviation 10/67. For study of, employees' organizational commitment mean difference with diploma degree in two groups, independent t test was used, as observed, employees organizational commitment mean difference with diploma degree in two groups isn't significant. ($T_{37} = 0/470$ and $P=0/641$). In other words, employees' organizational commitment with diploma degree in medical centers that use total quality management system is similar with other medical centers. About employees that are holder of technician degree, result is same. Also, employees organizational commitment mean with bachelor degree and higher degree in group that use total quality

management system is 64/561 and with standard deviation 11/060 that is more than employees with bachelor degree in the ordinary medical centers with mean 60/871 and standard deviation 9/066. Independent t test was used for employees organizational commitment review in two groups. As observed male organizational commitment mean difference between two group is significant ($T_{353}=3/445$ and $P=0/001$), therefore with %99 confidence can be concluded that employees with bachelor or higher degree in medical centers that use total quality management system have more organizational commitment. Also ,according tables digits, employees satisfaction score mean with diploma degree in medical centers that use total quality management system is 142/571 and standard deviation is 19/363 that are more than employees satisfaction score mean with diploma degree in other centers with mean 104/00 and standard deviation10/786. Independent t test was used for job satisfaction mean difference review in two groups that employees have diploma degree, as seen employees job satisfaction mean difference in diploma group in 0/01 level is significant ($T_{37}=7/503$ and $P=0/000$), so, with %99 confidence can be concluded that employees with diploma degree in medical centers that use total quality management system have more job satisfaction. According table numbers, employees satisfaction score mean with technician degree in medical centers that use total quality management system is 151/87 and standard deviation is 17/525 that are more than employees satisfaction score mean with technician degree in other medical centers with mean 100/87 and standard deviation13/747. Independent t test was used for means difference review that as seen in this table employees job satisfaction mean difference in technician group in 0/01 level is significant ($T_{37}=9/566$ and $P=0/000$), so, with %99 confidence can be concluded that employees with technician degree in medical centers that use total quality management system have more job satisfaction. Also table numbers show that employees job satisfaction mean with technician degree in centers that use total quality management system is 151/87 and standard deviation is 17/525 that are more than job satisfaction of employees that are holder diploma degree in ordinary medical centers with mean 100/87 and standard deviation 13/747. Independent t test was used for study of employees' job satisfaction mean difference with technician degree in two groups, we observe that, employees job satisfaction mean difference in technician degree in 0/01 level is significant. ($T_{37}=9/566$ and $P=0/000$), therefore, with %99 confidence can be concluded that employees with technician degree in medical centers that use total quality management system have more job satisfaction. Also according digit tables, we see employees' job satisfaction mean with bachelor or higher degree in group that centers use total quality management system is 141/71 and standard deviation is 18/441 that are more than job satisfaction mean with bachelor or higher degree in ordinary center group that is 97/39 with standard deviation 16/592 . Independent t test was used for study of employees' job satisfaction mean difference with bachelor or higher degree in two groups, we see that, employees job satisfaction mean difference bachelor or higher degree in 0/01 level is significant. ($T_{353}=23/645$ and $P=0/000$), so, with %99 confidence can be concluded that employees with bachelor or higher degree in medical centers that use total quality management system have more job satisfaction in comparison with others centers.

Hypothesis 5: There is difference about employees' organizational commitment and job satisfaction, on the basis of activity duration, between medical centers that use total quality management with other centers. Organizational commitment and job satisfaction Comparison results between two groups on the basis of activity duration have been presented in table 5.

Table 5. statistical components of sample persons in relation to job satisfaction and organizational commitment variables on the basis of activity duration and independent t test results.

Significance level	Independence degree	T	Standard deviation	Mean	group	variable	Activity duration
0/001	268	3/600	11/010	65/26	medical centers that use total quality management	Organizational commitment	1-10
			9/031	60/864	Ordinary centers		
0/000	268	21/540	18/114	142/32	medical centers that use total quality management	Job satisfaction	
			15/858	97/63	Ordinary centers		
0/231	135	1/744	12/118	65/57	medical centers that use total quality management	Organizational commitment	11-20
			8/920	62/40	Ordinary centers		
0/000	135	15/391	18/367	144/60	medical centers that use total quality management	Job satisfaction	
			16/519	98/68	Ordinary centers		
0/920	28	0/101	12/915	63/15	medical centers that use total quality management	Organizational commitment	21-30
			14/163	62/64	Ordinary centers		
0/000	28	5/996	20/725	142/77	medical centers that use total quality management	Job satisfaction	
			17/473	100/94	Ordinary centers		

As seen, mean of employees' organizational commitment with 1-10 activity years in medical centers that use total quality management is 65/26 with standard deviation 11/010 that is more than employees' organizational commitment mean with 1-10 activity years in ordinary medical centers with mean 60/86 and standard deviation 0/031. For study of, employees' organizational commitment mean difference with 1-10 activity years in two groups independent t test was used, as observed, employees organizational commitment mean difference with 1-10 activity years in two groups is significant. ($T = 3/600$ and $P = 0/001$). So, with 99% confidence can be said that employees have acted 1-10 years in centers that uses total quality management systems have more organizational commitment than other centers. Also, employees' organizational commitment mean with 11-20 years activity duration in medical centers that uses total quality management is 65/57 and with standard deviation 12/118 that is more than employees' organizational commitment mean with 11-20 years activity duration in ordinary medical centers that in these centers mean is 62/46 and standard deviation is 8/92. For review of organizational commitment mean difference about employees that acted 11-20 years in two groups, independent t test has been used, as observed, mean difference of male organizational commitment in two group isn't significant. ($T = 1/744$ and $P = 0/23$). In other words, organizational commitment of employees with 11-20 years activity duration in medical centers that uses total quality management system is similar approximately, with other medical centers. About employees that have acted 21-30 years, condition is same. So, table digits shows that job satisfaction mean of employees with 1-10 years activity duration in centers that have total quality management system is 142/32 and standard deviation is 18/114 that is more than job satisfaction of employees with 1-10 activity years in ordinary medical centers with mean 97/64 and standard deviation 15/858. Independent t test was used for study of employees' job satisfaction mean difference with 1-10 years activity duration in two groups, we see that, employees job satisfaction mean difference with 1-10 years activity duration in 0/01 level is significant. ($T = 21/540$ and $P = 0/000$), so, with %99 confidence can be concluded that employees with 1-10 years activity duration in medical centers that use total quality management system have more job satisfaction in comparison with other medical centers.

Also we can observe that job satisfaction mean of employees with 11-20 years activity duration in medical centers that uses total quality management system is 144/60 and standard deviation is 18/367 that are more than job satisfaction mean of employees with 11-20 years activity duration in ordinary centers with mean 98/68 and standard deviation 16/519. We used independent t test for review and analysis of job satisfaction mean difference of employees with 10-20 years activity duration in two groups. As we observed, employees job satisfaction mean difference with 10-20 years activity duration in 0/01 level is significant ($T = 15/391$ and $P = 0/000$), so, with %99 confidence can be concluded that employees with 10-20 years activity duration in medical centers that use total quality management system have more job satisfaction in comparison with other medical centers. Employees with 21-30 years activity duration are in same condition, namely job satisfaction of employees with 21-30 years activity duration with mean 142/77 in medical centers that uses total quality management system is more than other employees with similar activity duration with mean 100/94 in ordinary medical centers and this difference in 0/001 level is significant. ($T_{28} = 5/996$ and $P = 0/000$).

Hypothesis 6: There is significant difference about clients' satisfaction between medical centers that use total quality management and other centers.

Final results of this hypothesis have been offered in table 6.

Table 6. Statistical components of sample persons in clients satisfaction variable and results of independent T test.

Significance level	Independence degree	T	Standard deviation	Mean	Group
0/000	288	15/61	6/50	50/51	medical centers that use total quality management
				38/17	Ordinary medical centers
				12/33	variance

According these table digits, mean of clients satisfaction in medical centers that use total quality management is 50/51 with standard deviation 15/61 that is more than ordinary medical centers with mean of 38/17 and standard deviation 60/80. Independent T test has been used for analysis of clients' satisfaction difference in two groups. On the basis of observations, job satisfaction mean difference in 0.01 level is significant ($T_0 = 15/61$ and $P = 0/000$), so with %99 confidence can be concluded that clients' satisfaction in medical centers that use total quality management is more than other medical centers employees.

Hypothesis 7. There is difference about clients' satisfaction, on the basis of sex, between medical centers that use total quality management and other centers.

Clients' satisfaction Comparison results between two groups have been presented in table 7.

Table 7. Statistical components of sample persons in clients' satisfaction variables on the basis of sex and independent t test results.

Significance level	Independence degree	T	Standard deviation	Mean	group	variable	sex
0/000	146	9/786	6/603	51/61	medical centers that use total quality management	clients satisfaction	female
			7/097	39/65	Ordinary centers		
0/000	118	11/639	4/841	49/64	medical centers that use total quality management	clients satisfaction	male
			6/264	37/72	Ordinary centers		

Accordinging these table numbers, mean of female clients satisfaction in medical centers that use total quality management is 51/61 with standard deviation 6/603 that is more than ordinary medical centers with mean of 39/65 and standard deviation 7/097. Independent T test has been used for analysis of female satisfaction difference in two groups. On the basis of observations, female satisfaction difference in 0.01 level is significant (T =9/786 and P=0/000), so with %99 confidence can be concluded that female satisfaction in medical centers that use total quality management is more than other medical centers also, mean of male clients satisfaction in medical centers that use total quality management is 49/64 with standard deviation 4/841 that is more than ordinary medical centers with mean of 37/72 and standard deviation 6/264. Independent T test has been used for analysis of male clients' satisfaction difference in two groups. On the basis of observations, male satisfaction difference in two groups is significant (T =11/639 and P=0/000), in other words, male clients satisfaction in medical centers that use total quality management is more than other medical centers.

Hypothesis 8. There is difference about clients' satisfaction, on the basis of educational degree, between medical centers that use total quality management and other centers. Clients' satisfaction Comparison results on the basis of educational degree between two groups have been presented in table 8.

Table 8. statistical components of sample persons in clients satisfaction variables on the basis of educational degree and independent t test results.

Significance level	Independence degree	T	Standard deviation	Mean	group	variable	Educational degree
0/000	34	5/450	5/781	51/14	medical centers that use total quality management	Client satisfaction	Unlettered and Elementary degree
			4/171	41/60	Ordinary centers		
0/000	56	6/521	6/133	49/32	medical centers that use total quality management	Client satisfaction	Guidance school
			4/253	39/87	Ordinary centers		
0/001	88	7/673	7/772	49/87	medical centers that use total quality management	Client satisfaction	diploma
			6/944	37/90	Ordinary centers		
0/000	16	4/804	5/536	53/36	medical centers that use total quality management	Client satisfaction	technician
			9/771	36/14	Ordinary centers		
0/001	30	5/138	6/674	49/52	medical centers that use total quality management	Client satisfaction	Bachelor And higher degree
			7/717	35/82	Ordinary centers		

As seen, mean of clients' satisfaction with unlettered and elementary school degree in medical centers that use total quality management is 51/14 with standard deviation 5/781 that is more than clients satisfaction in ordinary medical centers with mean 41/60 and standard deviation 4/171. For study of, clients satisfaction mean difference in two groups, independent t test was used, as observed, clients satisfaction mean difference with unlettered and elementary school degree in two groups is significant. (T =5/450 and P=0/000). In other words, clients' satisfaction with unlettered and elementary school degree in medical centers that use total quality management is more than clients' satisfaction in ordinary medical centers. results about clients that have guidance school degree or diploma and technician degree is similar, also, clients satisfaction mean with bachelor or higher academic level degree in medical centers that use total quality management is 49/52 with standard deviation 6/874 that is more than clients satisfaction with bachelor or higher academic level degree in medical ordinary centers with mean 35/82 and standard deviation 7/717. For review of clients satisfaction mean difference about employees that have bachelor or higher level degree independent t test was used, and was observed that male client satisfaction mean difference in two groups is significant (T =5/138 and P=0/000), therefore with 99% confidence can be concluded that clients satisfaction mean with bachelor or higher academic level degree in medical centers that use total quality management is more than other medical ordinary centers.

Conclusion

This research study organizational commitment and job satisfaction and clients satisfaction in two medical centers group that one group are centers that use total quality management system and other are ordinary medical centers. These results have achieved in this research.

With attention to first hypothesis, investigation results indicate there is significant difference in employees' organizational commitment in centers that use total quality management system and other ordinary medical centers and employees organizational commitment mean in centers that use total quality management system is more than other ordinary medical centers and difference of two mean is significant. Results of this research is similar to Steers (1980), Mori and cooperators (1982), Barn and Greenberg(1993), Kohen (1994),Basiri (2003), Saleh Pour (2003) investigation s result.

With attention to second hypothesis, results indicate employees job satisfaction mean in centers that use total quality management system is more than employees job satisfaction mean in other medical centers and difference of two mean is significant statistically, in other words, employees job satisfaction in centers that use total quality management system is more than employees job satisfaction in other medical centers. Results of this research is similar to results of Muller and Fitz Gerald (2005), Pennington (2005), Robins(2009), Moghimi(1998), Azari (2002),Saatchi (2003),Shafiabadi (2005),Alvali (2007) researches.

With attention to third hypothesis, research findings indicate male and female employees organizational commitment mean in centers that use total quality management system is more than other ordinary medical centers and difference of two mean is significant statistically. In other words, male and female employees' organizational commitment in centers that use total quality management system is more than other ordinary medical centers. Results of this research is similar to results of Engle and Peri (1982), Steers (1980), /mateer(1991), Barn and Greenberg(1993), Harlden and Doorni (2002), Basiri (2003), Alah dadi (2003) investigations. Also, male and female employees' job satisfaction separately in centers that use total quality management system is more than other medical centers. This founding is similar to Abzari (1381), Rezaeian (2007), Steers (1980),Knter and Odanel (2003), Saatchi(2007) investigations result.

With attention to forth hypothesis, research results show that organizational commitment mean difference about employees that have diploma and technician degree in centers that use total quality management system with other medical centers is not significant, in other words, organizational commitment of two groups is same. But organizational commitment mean difference about employees that have bachelor or higher level degree in centers that use total quality management system is significant. This result is similar to Mayer and Schoorman (1998), Graphord (2002), Baron and Greenberg(1993) investigations result. With attention to fifth we can noticed that organizational commitment mean about employees that acted 1-10 years in medical centers that use total quality management system is more than other medical centers and difference between two mean is significant but mean of organizational commitment about employees with 11-20 and 11-20 years activity duration in medical centers that use of total quality management with other medical center hasn't significant difference, in fact , their organizational commitment is similar and hasn't difference with each other.

Also it is significant difference about job satisfaction of employees with 1-10 and 11-20 and 21-30 years activity duration between medical centers that use total quality management system and other medical centers and really employees' job satisfaction in medical center with higher quality is more than other medical centers. This result is relevant with some investigations results such as: Babaei (2002), Basiri (2003), Steers (1980), Becker (1996), Alen and Medir investigations (1990).

With attention to sixth hypothesis, research results indicated that clients' satisfaction mean difference in two groups is significant in 0/01 level and in other words clients satisfaction in medical centers that use total quality management is more than other medical centers. These results is similar to results of Salis (2000), Soltani (2007),Mehraban (2005), Nazem (2004), Kaizen (1999), Simbor(1992) investigations.

With attention to seventh hypothesis, findings suggest that male and female clients' satisfaction mean difference between medical centers that use total quality management and other centers is significant, namely male and female clients' satisfaction in medical centers that use total quality management is more than other medical centers. This result is similar to result of Kaizen (1999), Tqaylor(1999), Nazem investigations (2004).

With attention to eighth hypothesis, research indicate that clients satisfaction with unlettered and elementary school, guidance school ,diploma , technician degree , bachelor and higher level degree in centers that use total quality management is more than other medical centers and this difference in 0/01 level is significant. These results is similar to Mehraban (2005), Soltani (2007),Deming (1982), Gatis (1996) research s result.

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