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GROWTH OF ORGANIZATIONAL EXCELLENCE ON THE SATISFACTION OF USERS AND EMPLOYEES OF "FANAP COMPANY"

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Resumen: El objetivo del estudio es investigar el efecto del desarrollo organizacional en los usuarios de la Empresa FANAP para demostrar que el liderazgo y la gestión pueden guiar los roles determinados, ya que no podemos decir, sin desarrollo y componentes efectivos de una organización, el valor agregado de la organización que es el desempeño del modelo en el personal satisfactorio por factores internos y externos. Metodología: el estudio es una investigación descriptiva-encuesta, y el cuestionario se utiliza como una herramienta de investigación que su validez se examina teniendo en cuenta los expertos, y su fiabilidad se mide utilizando el Alpha Cronbach. Luego, se distribuyó entre el sistema estadístico incluyendo 250 individuos. SPSS y Smart PLS software se utilizaron para el análisis estadístico. Se analizaron las características demográficas del sistema objetivo mediante estadística descriptiva, se utilizó el coeficiente de regresión lineal y varias variables y el patrón esquemático del software de las ecuaciones estructurales para analizar las hipótesis y las relaciones disponibles en el Modelo de Excelencia de Organización. Hallazgos: muestran que existe una relación lógica y buena entre componentes intermedios y variables dependientes e independientes de que el coeficiente de ruta es 0,592 y 0,574, respectivamente, con un nivel aceptable de significación. Debido a la alta correlación entre la satisfacción del personal con el desempeño final y la satisfacción de los usuarios, se puede decir que existe una convergencia muy fuerte entre estos tres componentes, y hay una convergencia promedio entre otras variables. Resultados: como 59 y 57 por ciento de la satisfacción del personal y los usuarios externos es considerable, y muestra que hay un visible Modelo de Excelencia de la Organización en FANAP Co., y todos los trabajos realizados son consistentes con nuestra investigación, pero esta cantidad es baja teniendo en cuenta la procedimientos y fuentes disponibles, y debe ser incrementado, y los lazos débiles en FANAP Co., deben ser fortalecidos.

Palabras clave: Excelencia organizativa, Satisfacción del personal, Satisfacción de los usuarios externos.

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Abstract: The study aims to investigate the effect of organizational development on FANAP Company's users to prove that how leadership and management can guide the roles determined, since we cannot say, without development and effective components of an organization, which an effective organization moves towards creating the organizational value-added that is the performance of the model on the staff satisfactory by internal and external factors. Methodology: the study is a descriptive-survey research, and the questionnaire is used as a research tool that its validity is examined considering the experts, and its reliability is measured using the Cronbach Alpha. Then, it was distributed between statistical system including 250 individuals. SPSS and Smart PLS software were used for statistical analysis. Demographic characteristics of targeted system was examined by descriptive statistics, and linear regression coefficient and several variables and schematic pattern of structural equations' software were used to analyze the hypotheses and available relations in Organization Excellence Model. Findings: show that there is a logical and good relationship between intermediate components and dependent and independent variables that the route coefficient is 0.592 and 0.574, respectively with an acceptable significance level. Due to the high correlation between staff satisfaction to final performance and users' satisfaction, it can be said that there is a very strong convergence between these three components, and there is an average convergence between other variables. Results: as 59 and 57 percent of staff satisfaction and external users is considerable, and it shows that there is a visible Organization Excellence Model in FANAP Co., and all the works done are consistent with our research, but this amount is low considering the procedures and available sources, and it should be increased, and the weak loops in FANAP Co., should be strengthen.

Keywords: Organizational Excellence, Staff satisfaction, External Users' Satisfaction.

1. INTRODUCTION

Excellence is a kind of change which is the growing trend of an organization to strengthen positive organizational methods (Ghiebemhe, 2016). Grouping of individuals and planning for change must take place in the structure of the organization rather than its outside (Nicolas, 2016), and the privatization excellence, is the ability for human resource capabilities in the world of the business (Aljohan 2016).

The implementation of the program is carried out by the executive directors of the company and the correct program implementation and performance evaluation of the executives are monitored by the top management of the organization (Memarzadeh, Tabrizi, 1391) Accordingly, nowadays, job satisfaction in the organization has attracted a lot of attention from managers, in a way that some of them consider it as the ultimate goal of managers, because it is an important factor in improving the individual performance of employees (Robins 20113). In confirmation of this, Higgs and Aitken (2003) have stated that the organizations have focused on identifying characteristics related to employee performance in the last 50 years, which according to researchers, is one of the most important components of job satisfaction that can affect employees performance and, consequently, improving the organization's efficiency. According to Robbins (2011), one who is satisfied from his job, would have a positive attitude towards it, but the one who is not satisfied with his job, would have negative attitude toward his/her work, and this explains the need to pay attention to job satisfaction in organizations. Job satisfaction reduction leads to a high number of absenteeism, low labor productivity, employee's displacement and transfer (Rafiee 2013; Dahghan et al., 2012).

The efficiency of public service providers such as municipalities has an important role in creating capacity in every system. But the correct judgment about this ability is possible when their performance is evaluated using precise methods. The performed studies show that European Foundation for Quality Management (EFQM) can provide an appropriate framework to evaluate the performance especially in urban systems and municipalities (Esmail Pour et al., 2013).

2. RESEARCH LITERATURE

Organization excellence:

Excellence model is a tool for measuring system deployment in an organization and self-assessment and guidance that identifies and determines the direction of activity for managers to improve performance (Evan 2013). Therefore, the key message of the Excellence model relies on answering two questions; (1) How this model is identified as a proper managerial structure and (2) who can play a key role in this communication chain and interactions. The first level of this model decomposes the whole targets and, at a later stage, the overall objectives are divided into quantitative and measurable scales.

The management structure creates the improvement causes based on the basic principles and concepts and the attention to the main criteria of universal quality management and the system of self-assessment (Nadia 2011).

Excellence organization refers to an organization which its quality output is satisfied by customers, consumers, employees, shareholders, suppliers and the system (Fonseca 2015).

The basic values and concepts form the principal basis for planning and deploying the systems, and

to understand the functional status of organizations, it's a must to use criteria that have a close relationship with the basic concepts of quality, the criteria by which the degree of realization not the fundamental concept and the organization success could be measured in achieving results (Hadfield 2014).
The poor performance weakens the change and is a barrier for organizational excellence (Roberto et al. the performance will be done by the senior management of the organization (Memarzadeh, Tabrizi, 13).
The EFQM organizational excellence model has a clear and transparent framework for evaluating the organizations performance in the two empowerment fields and the results are outcomes of these empowerments. The obtained results of this model are including to identify the strengths and areas that can be improved, which also proposes a list of priority programs to reach the improvements (Georgi; 20).

3. CONCEPTUAL MODEL

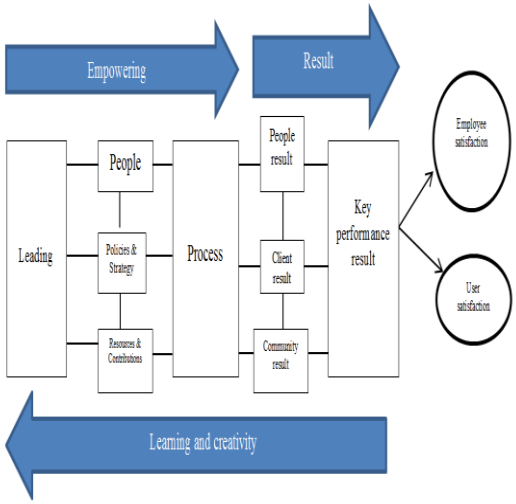

Figure. 1. Conceptual Model

coefficients of importance of each of the dimensions, components and indicators in the model are determined to evaluate the status of the employees.
Norouzi et al. (2013) also studied the role and position of the EFQM organizational excellence model in organizational improvement (case study in Electricity Company of Southern Fars province). In this study, it has been stated that the improvement and improvement of administrative departments is one of the main issues for managers attention and experts in human resources and administrative departments in organizations and companies, because

2016). Change is an important part of the business environment. People are forced to adapt themselves with conditions which are out of their control in order to be able to work and succeed every day (Brocke 2016). The criteria and standards are determined. In the next stage, the implementation of the program is carried out by the executives and monitoring the correct implementation of the program and the evaluating

4. REVIEW OF RELATED LITERATUR:

Saghapur and Kordshuli (2011) also used the organizational excellence model to determine the criteria to assess the level of employee's performance. This study attempts to provide a model that can establish the performance integrity evaluation systems at organizational and individual levels. For this purpose, organizational excellence model (EFQM) and balance score card (BSC) were selected as organizational performance assessing patterns. Then, a set of initial indicators for employee performance evaluation was extracted by combining these two patterns and extracting the criteria and indicators of organizational performance evaluation from them. In the next stage, questionnaires were designed and distributed among a group of experts and the employee performance evaluation model was finalized in three successive stages using the Delphi method based on their views. The model has 9 dimensions, 25 components and 76 indicators and can be used to evaluate the employee's performance in different organizations as a suitable framework. Finally, in order to determine the appropriateness of the proposed model and adapting it to the needs and requirements of each organization, using the hierarchical analysis method, the

the effect of administrative improvement has been determined on "employee satisfaction", and it has increased the efficiency, productivity, employee motivation, and etc. In this regard, managers and experts have been implementing organizational planning and using different strategies. Meanwhile, the creation of administrative improvements in organizations through the existing strategies and systems in them will increase the interaction and the ability of this changing. Among the existing systems and strategies in organizations, the EFQM model can be used as an effective tool for improving administrative transformation due to the existence of various criteria and sub-criteria consistent with

organizational goals. In this paper, the first attempt was made to identify the most important strategies and projects that can be implemented to help improvement and administrative development in Southern Fars province Electricity company, according to the opinion of the experts and senior managers of the organization, the focus was on the relationship between these projects and the programs with the criteria and sub-criteria of EFQM and they have been rated based on the impact of each of these projects and programs on increasing the evaluating model EFQM score rate.

Azimi and Nourali Dokht (2013) also studied the job employee's satisfaction based on the EFQM model in an oil pipelines and Telecommunications Company in the northwest of the country. The statistical population of this project includes all employees of the company in the Northwest region (over 236 people) in all of cities. All members of the statistical community were evaluated and a general census is done due to the limited number of statistical communities in this plan. Therefore, sampling was not done in this design and all employees were evaluated. Data collection methods in this research includes,: library method, sample questionnaire, interview and observation method. The research data were analyzed based on descriptive and inferential statistical concepts and analyzed using software. By assessing the job satisfaction of employees in each of the cities, the employees of Maragheh city, Mianeh and Ardebil had the highest job satisfaction, respectively, and the employees of Sarab, Idehlou and Miandoab cities had the lowest job satisfaction, respectively. However, in terms of job satisfaction, according to employees' reports, the employees of the cities of Ardebil, Maragheh and Tabriz have the highest satisfaction and the employees of Idelou, Zanjan and Eshtehard cities have the least amount of satisfaction. According to similar studies, the result is considered acceptable.

Jafarinejad hatke lu and Houshyar Mehraban (2014) studied the effective factors on job satisfaction of employees working in Tehran metropolitan municipality. Although the subject of the model of organizational excellence has not been considered in this essay, this research has been conducted in the area of municipal employees and on their satisfaction, which is closely related to this research. In this study, that its main purpose is to investigate the factors affecting the employees job satisfaction at FANAP Company. The aim of this study was to investigate the relationship between different factors on job satisfaction by using existing literature. The information needed for this research has been gathered from library and field methods. The statistical society of this research is all official and contract staff working in Tehran metropolitan municipality. According to the statistical population, sampling method in this research is a random method. Using the Cochran formula, 483 people were selected. In order to describe the data obtained from the questionnaire, descriptive statistics indexes such as frequency, percentage, mean standard deviation and in single group, t rating test, inferior statistics, were also used to analyze the questions and hypotheses of the research. Independent tests and multivariate analysis of variance analysis have been used. Findings in this research show that the prestige has the greatest impact on job satisfaction of employees, and then follows by salaries, benefits and labor relations.

Tutuncu et al (2009) showed that there was a significant relationship between job satisfaction and excellence model (EFQM) in a study using focal correlation method, and concluded that the organizations which implement EFQM, should consider job satisfaction as an important factor in the pedestrian develop a successful model of excellence.

Ehsanifard (2013) carried out a research titled "Presenting a Strategic Model for Measuring, Managing and Evaluating the Effective Performance of Municipalities by Combining Two Balanced Scorecard Model and European Excellence Model, as a case study in the Tehran municipality. The model proposed in this study was to evaluate and manage the performance of the municipalities of Tehran based on two models. According to the type of the research, it was applied in terms of purpose and survey nature. On the other hand, considering the research pattern and the criteria extracted from the theoretical foundations which have been examined by the experts through the survey and final confirmation, the research method is based on the Delphi method. In this research, 32 experts agreed on the consensus of experts on the dimensions and components of performance evaluation. The statistical population of this research is composed of senior managers and experts in the field of urban management in municipalities and sample individuals have been selected purposefully. The general satisfaction level of citizens from municipal performance was also determined by various components of the citizens' questionnaire at the district level. The content validity of the model and its components were obtained from experts' opinions. The relationship between dimensions and its components was then computed by SPSS software, the convergent-divergent correlation test and Spearman test, and Friedman analysis of variance test was used for ranking the components. In the evaluation and management model of municipal performance in the urban system, correlation and relationship between the dimensions of the organization's motivation (with components of history, mission, culture and reward system), human resource management (with performance management components, financial and budget management, material resource management, equipment and human resource management) Performance (with the components of the employees level, the program performance level, and the organization performance level) and the stakeholders satisfaction level (with the components of citizens,

the urban community, employees, investors and providers of urban services) were approved with the equilibrium level in the organization's performance and the balance in performance will satisfy the citizens of that organization (municipality).

Zaker Shahrak & Abazari (1391) in a study entitled "Assessment of the Performance of the Center for educating the children and adolescents in Iran using the European Foundation for management (EFQM) " and presenting the proposed model for the creation of an international library, " found that the Center for educating the children and adolescents has earned 15.28 out of a total of 1,000 possible score and it is possible to make an international library by the necessary means for children and adolescents in Iran.

Heydari (2015) conducted a study with the aim of the relationship between organizational learning and excellence in Tehran University. In this research, 300 members of the Faculty of Humanities of Tehran University were selected as the sample. the combination of the best approaches related to relevant questions was used In this study. The result showed a significant relation with significant correlation which transfers organizational knowledge into learning.

Tari (2006) demonstrated a process that a self-assessment was taken based on the EFQM model at a Spanish university in his research. These steps include: developing management commitment, planning for self-assessment, setting up teams for training and self-assessment, identifying corrective actions, implementing corrective actions, and reviewing.

Rodríguez, Marta., Álvarez, M. Jesús (2014) In a study, entitled "Does the EFQM model identify and enhance the capabilities and abilities of using information in an organization?", concluded that the quality of information is directly affected by the results, and a firm can rely on the quality of information, when has the capacity and ability to use information. Establishing a total quality management model TQM along with the EFQM model in an organization can strengthen the capacity to use organizational information.

5. METHODOLOGY

According to the descriptive table, the 10 components of the EFQM model for the midpoint components are 2.5 times average, which is 50% of each component in the organization, with an average value greater than 2.5 representing more than 50% for the components of the model Yoghurt and these values are suitable for the FANAP Company and represent higher values than the average. And according to the stretch criterion less than 2, it is a sign of normal distribution, and the parametric tests for testing hypotheses should be used.

Test Type: Single-variable T Test:

All components of the EFQM model are more than average.

The present research is a type of applied studies. It is non-experimental in terms of nature and descriptive in terms of survey. A standard questionnaire will be used to collect the information in order to examine the organizational excellence model with the staff and external users approach so that the reliability of the tool with the obtained alpha is 0.865 and in addition to the final confirmation, the factor loads will be used to confirm every individual question. SPSS and smart PLS will be used to analyze the data.

6. STATISTICAL POPULATION AND SAMPLING

The statistical population of this research is the staff of FANAP company, and the survey sample of this research is made up of 250 employees from 600 employees of the company which is based on the Morgan table and the statistical basis of the Smart Plus method.

The sampling method was a simple random sampling so that in each office, they wrote the personnel names, then the samples have been extracted using the random number table and data collection was done.

7. STATISTICAL DESCRIPTION OF THE RESEARCH VARIALES

Table 1. Descriptive data of the questionnaire

		leading	policies	Human resources	Source income	process	Contact with the client	employee satisfaction	Community security	Performance result	External users consent
number		250	250	250	250	250	250	250	250	250	250
Lost data		0	0	0	0	0	0	0	0	0	0
average		2.7771	2.8374	2.883	2.88	2.906	2.9079	2.972	2.867	2.92	2.92
Deviation mean		0.1317	0.0172	0.0166	0.0171	0.0166	0.0205	0.014	0.0212	0.0157	0.015
mean		2.78	2.82	2.875	2.895	2.93	2.92	2.9958	2.8633	2.92	2.9046
mode		2.82	2.70a	2.99	3.07	3.07	3.12	3.02	2.99	2.92	2.88
Deviation standard		0.43	0.074	0.069	0.073	0.069	0.105	0.049	0.113	0.062	0.056
Skidding		-0.539	0.22	0	0.214	-0.044	0.208	-0.145	-0.085	0.058	-0.094
Deviation Skidding		0.154	0.154	0.154	0.154	0.154	0.154	0.154	0.154	0.154	0.154
Peak degree		0.425	-0.656	-0.757	-0.706	-0.515	-0.426	-0.265	-0.236	-0.603	-0.634
Deviation peak degree		0.307	0.307	0.307	0.307	0.307	0.307	0.307	0.307	0.307	0.307
minimum		2.08	2.28	2.28	2.28	2.28	2.28	2.4	2.02	2.38	2.32
maximum		3.37	3.45	3.45	3.45	3.45	3.74	3.53	3.62	3.54	3.42
total		694.28	709.36	720.77	721.01	726.67	726.98	743.03	716.98	727.28	730.01
quarks	25	2.675	2.6538	2.695	2.6538	2.695	2.6487	2.8	2.6042	2.72	2.7371
	50	2.78	2.82	2.875	2.895	2.93	2.92	2.9958	2.8633	2.92	2.9046
	75	2.9075	3.05	3.0917	3.07	3.07	3.125	3.1117	3.0925	3.08	3.129

Hypothesis:

H_0: All components of the EFQM model are not more than average.

H_1: All components of the EFQM model are more than average.

Table 2. Descriptive data of T-test variables

Average standard deviation	standard deviation	average	number	Model components
.01317	.20820	2.7771	250	leading
.01720	.27190	2.8374	250	Policies
.01656	.26186	2.8831	250	Community security
.01714	.26186	2.8840	250	Contact with suppliers
.01664	.27094	2.9067	250	Client satisfaction
.01404	.22203	2.9721	250	Human resources
.02047	.32366	2.9079	250	processes
.02123	.33571	2.8679	250	employee satisfaction
.01572	.24856	2.9091	250	Final performance
.01498	.23681	2.9200	250	External users consent

Table 3. Analysis of table variables

Confidence interval with 95%		mean deviation	Significance level of two domains	Degrees of freedom	Test statistic	
2.8031	2.7512	2.77712	.000	249	210.903	leading
2.8713	2.8036	2.83742	.000	249	165.002	Policies
2.9157	2.8505	2.88310	.000	249	174.087	system security
2.9178	2.8503	2.88404	.000	249	168.303	Contact with suppliers
2.9394	2.8739	2.90668	.000	249	174.729	Client satisfaction
2.9998	2.9445	2.97213	.000	249	211.653	Human resources
2.9482	2.8676	2.90792	.000	249	142.057	processes
2.9097	2.8261	2.86793	.000	249	135.076	employee satisfaction
2.9401	2.8781	2.90910	.000	249	185.055	Final performance
2.9495	2.8905	2.92003	.000	249	194.965	External users consent

According to one-way T test, which shows that all components of the EFQM model are more than average, that are located within the acceptable range of Student's T due to standard deviations distribution, indicating a dense response to this questionnaire. All assumptions are confirmed with a significance level of 0.000 as a reason for the rejection of the zero assumption. Statistically, all components of the EFQM model are equal to and above the average. And given the sum of the concessions of these values, we can say that the scores in this model are satisfying.

8. MODEL TEST

Table 4. Analysis of model hypothesis

Test statistic	Standard error in modified path coefficient	Path coefficient	Hypothesis	Hypothesis result
5.6877	0.0522	0.2970	Impact of leading on policies	Rejection of Null Hypothesis
7.0551	0.0526	0.3710	Impact of policies on Contact with client	Rejection of Null Hypothesis
3.0700	0.0550	0.1690	Impact of policies on suppliers	Rejection of Null Hypothesis
5.8075	0.0644	0.3740	Impact of policies on system securities	Rejection of Null Hypothesis
3.6100	0.0654	0.2360	Impact of Contact with client on final performance result	Rejection of Null Hypothesis
4.7367	0.0602	0.2850	Impact of suppliers on final performance result	Rejection of Null Hypothesis
4.3994	0.0616	0.2710	Impact of system securities on final performance result	Rejection of Null Hypothesis
1.4681	0.0572	0.0840	Impact of leading on processes management	Accept of Null Hypothesis
1.0419	0.0480	0.0500	Impact of processes on final performance result	Accept of Null Hypothesis
3.3615	0.0595	0.2000	Impact of leading on human resources	Rejection of Null Hypothesis
-1.8094	0.0558	-0.1010	Impact of human resources on final performance result	Rejection of Null Hypothesis
10.8511	0.0529	0.5740	Impact of final performance result on employee satisfaction	Rejection of Null Hypothesis
11.4648	0.0516	0.5920	Impact of final performance result on external user satisfaction	Rejection of Null Hypothesis

The relationship between assumptions in the EFQM model table with 95% confidence is as follows:

In the study of the effect of leadership on policies in FANAP Company with the amount of 0.04 or the amount of the table of 1.64, which is smaller than the test statistic 5.68, the assumption is zero and our hypothesis is confirmed and the path coefficient is 0.297. The hypothesis is zero and our hypothesis is confirmed in the study of the effect of policies on the relationship with the client in the FANAP Company, with an amount of 0.05 or a table value of 1.64, which is smaller than the test score of 7.05, and the amount of the path coefficient is equal to 0,371. In the study of the effect of policies on the relationship with suppliers in the FANAP Company, with an alpha value of 0.05 or a table value of 1.64, which is smaller than the test statistic of 3.07, the assumption is zero and our hypothesis is confirmed, and the value of the path coefficient is 0.169. In the study of the effect of policy on system security in the company FANAP with a value of 0.04 or an amount of 1.64, which is smaller than the test statistic of 5, 08, the assumption is zero and our hypothesis is confirmed and the path coefficient is 0.374. In the study of the effect of the relationship with the client on the final performance results in the FANAP Company with an alpha value of 0.05 or a table number of 1.64 which is smaller than the test statistic of 3.61 the assumption is zero, our hypothesis is confirmed and the path coefficient is 0.236. In the study of the effect of the relationship with the suppliers on final results of the performance in the FANAP Company with an amount of 0.04 or a table value of 1.64 which is smaller than the test statistic is 3.61. The assumption is zero, and our hypothesis is confirmed and the path coefficient is 0.285. In the study of the impact of system security on the final performance of FANAP Company with a value of 0.05 or a value of 1.64, which is smaller than the test statistic of 4.39, is assumed zero and our hypothesis is confirmed and the path coefficient is 0.271. In the study of the impact of leadership on process management in The FANAP code with a value of 0.05 or a value of 1.64, which is greater than the test statistic of 1.46, the assumption is zero, and our hypothesis is rejected. In the study of the effect of process management on the final performance results of the FANAP Company with alpha amount of 0.05 or the table value of 1.64, which is larger than the test statistic of 1.041, the assumption is zero, and our hypothesis is rejected. In examining the effect of leadership on human resources in the FANAP Company with an amount of 0, 05 or the table value of 1.64, which is smaller than the test statistic of 3.36, the assumption is zero, and our hypothesis is confirmed and the path coefficient is equal to 0.2. In examining the impact of human resources on the final results of performance in the FANAP Company with a value of 0.04 or a table value of 1.64, which is smaller than the test statistic of 1.8, the zero assumption is rejected and our hypothesis is confirmed and the path coefficient is 0.1010. In the study of the final results of the performance on staff satisfaction at the FANAP Company with an amount of 0.05 or a table of 1.64, which is smaller than the test statistic of 10.85, the zero assumption is rejected and our hypothesis is confirmed and the path coefficient is equal to 0.529. In examining the effect of the final results of the performance on the satisfaction of the contractors in the FANAP Company with the value of 0.04 or the amount of the table of 1.64, which is smaller than the test statistic of 11.46, the zero assumption is rejected and

our hypothesis is confirmed, and the value of the path coefficient is equal to 0.592.

9. CONCLUSION

Regarding the results of the regression and structural equations derived from the relationships in the EFQM research, it is stated that the leadership, the most independent component and the most important predictor has been able to measure the impact of 57.9 and 59.2 on contractor and employee satisfaction r2 which is very good for components and it has been able to achieve the satisfaction of the contractor and the staff in the municipality. Meanwhile, the mediator variables have been able to play an acceptable role, and they are confirmed by the path analysis and SPSS, and the model fit is logical and there is relatively dispersion in the relationships within the model, the adaptation of these dispersions reduces the path coefficient between the components. In the analytical model, according to the T-test, the components are more than average and according to the positive direction of the questions, this amount is good and more than 50%. And in FANAP Company, near average components of the model are the reason for the homogeneity and convergence of the data. In this model, all assumptions with a positive and moderate path coefficient were confirmed, and the works done by Saviz et al. 2014, Jafarnejhad & Houshyar Mehraban 2014, Tutuncu et fal 2009, Ehsanifard 2013, Rodríguez, Marta, Álvarez, M. Jesús 2014, Saghapour & Kordshouli 2011, Norouzi et al 2013, Azimi & Nouralidokht 2013, Zakershahrak & Abazari 2012, Tari 2006, Fathi et al 2010, are in order to confirm our work in a way that this study was 58%, for staff and users satisfaction based on the Saviz model. While in this research, the percentage of employees and users satisfaction is 57.9% and 59.2%, which is significant, and the closeness of the two study environments leads to confirmation of all hypotheses. Considering the effect of the final results on employee satisfaction at FANAP Company: At FANAP Co., the goal is to ensure that the performance of the service is effective. At FANAP, the end-user feedback should be periodically reviewed so that the service delivery can be considered. The impact of the final performance results on user satisfaction at FANAP Company is as: Whenever an organization can keep its users and end-users happy, it would be also able to keep their stakeholders happy. So, users should be able to hold meetings with experts in order to fix their problems and resolve the disadvantages and create an alive organization.

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