Explanation of the effects of administrative automation on the performance of public managers

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Abstract 
More than a decade in Iran country, analysts and administrative systems have tried to automated workflow correspondence office in own organization. Due to higher management incentive and resources of each organization, these efforts have targeted the lowest level to the highest level. The main objective of this study was to investigate the relationship of office automation on the performance of managers in Yazd Province. research method was causally-comparison. During its office automation system characteristics such as the number of letters issued, the number of incoming mail, perceived and intended for use as an independent variable. On the other hand, managers with varying performance characteristics such as accuracy, precision, economy and timeliness of decisions is considered as the dependent variable. In addition was used to collecting data from the questionnaire with Likert scale was designed as a package. The results of the study showed that managers of office automation system has a positive impact to increase speed, timeliness of managers' performance, increased accuracy and quality management practice, however, this system will not be increases the economical performance of the managers. Finally, is presented recommendations at government agencies and provincial-level to remove barriers to the effectiveness of office automation system.

KEYWORDS: Office automation, e-government, public management, performance appraisal, Yazd Province

Introduction 
What managers at different levels are doing and are always on the move, making decisions, then it is that leading to achieve the goals of manager performance at organization.(Sarafi zade And Panahi,2002). Having information is accurate, relevant, timely and rapid increase in speed and accuracy performance and will be the choice of many wrong decisions. In that timeframe, a manager was installed, without having the needed information isn’t to lead their organizations to achieve predetermined objectives. On the other hand, in recent years, advances in information technology and related disciplines, has been facing different solutions to the business environment. Among these, information systems the most important and efficient solutions to facilitate, control and monitor the flow of information in organizations. Information system are software programs, which uses computer and databases that do collection, storage, retrieval
and management of information in organizations facilitate. In this system considered to be the flow of the administrative correspondence at originations. But usually is several communication tools, such as sending and receiving letters and instructions, send and receive personal messages immediately, sending and receiving e-mail, internal and ...(Sarafi zade and Panahi,2001). Some known uses of this system are: Word processing, electronic mail, voice mail, send a fax, calendar, mail, teleconferencing, video tex, store and retrieve files, and desktop publishing(Andalib Azar,2000) The fundamental question is whether it is an office automation system managed from the management decision process would benefit from greater efficiency and effectiveness and positive impact of this technology on the extent of managers' performance? To find the answer to this question that the present study formed and is run by the Governor. The study and its results can contribute not only detect the strengths and weaknesses of the system and fix potential Paradox automation systems in the organization to be effective, but can also accelerate the inevitable choice of the requirements of modern organizations, to equip the next technologies, hardware the new age of software organizations and the wider organization under the Ministry of Interior and other agencies.

**Decision: The essence of management**

Management and decision making, both in terms of management and organization are close together. All organizations through management decisions at different levels, are organized. Although efficient and effective communications are vital in any organization, but the key to success is practice and practice should be guided by the decision. Decision making is a process of choosing an action in connection with a problem or opportunity. Regular decision has five basic steps that begins with identifying the problem or opportunity. In summary, the five stages are:

1. Identify and explain the problem or opportunity.
2. Locate and analyze
3. Select the action or the optimal solution
4. Implementing the selected solution
5. Evaluation of results and follow-up required(Soltani,1999)

Simply put, the decision to select "Options" from the appropriate options, and different ways to achieve the objectives and purposes specified in this selection be done based on personal beliefs and estimates and subjective judgments with objective information and facts that may available to decision makers and administrators.

**The decision performance indicators**

Most managers believe that the decision of the single event at a specific moment in time takes place. In fact, the decision-making process associated with the final game of power politics, personal differences and organizational history. Leaders who have the power to detect these decisions are far better than those who continue to bring down the notion that decision-making and performing it, are in control of the event theirs. That is why it is said by some process more effective and efficient than others are. (Garvin et al, 2001) that changes rapidly taking place in the competitive world, managers must learn to compromise and harmony with the world today is how to make decisions quickly and make the decisions have, and learn than program probably
will fail do not take a lot of commitment. Performance management is a director in terms of activities perform duties after a certain time period, which can also be aspects of creativity and service aspects, such as the issues of the day by a competent manager, organize and are resolved. (Donald, 1984)

**Strategic, operational, mechanism**

Deciding on a strategic level, usually the guiding principles of the organization is responsible for the organization's vitality. Deciding on a strategy level, focused on the mission and objectives and strategic plans set by the strategic level, and finally deciding on the operational level, the daily decisions that are in line are begin with the duties and functions of the organization During the three levels of decision management requires specific information to be provided through a management information system they should be. Figure (1) portrays the allocation of resources to different levels of management. Knowing the specific needs of each level, the organizational structure of the correct classification and will help to provide required information at various levels,. (Momeni, 2001)

![Diagram](Figure 1: Types deciding on Information Processing (model: Momeni, 2001, p 252))

**Data base management decisions**

According to many scholars, knowledge management, the performance depends on having sufficient information about the subject and some even say 90% of the decision constitutes the information so a manager as operator and decision making in the organization or in the community, should be is available accurate and timely information. . Timely decision-making, access to accurate data, relevant, accurate and timely, is a significant factor. Information can be organized collection of data or processed data defined. The decision is often
interpreted as converting data into action. Information a reasonable basis for the decision process. The data source is the main decision-making and strategic importance is such that it is considered synonymous with power Correct and timely decisions and planning short and long-term economic, political, cultural, social and other relevant national and international organizations and corporations a right to information depends And lack of access to economic and financial damage would have enormous and irreparable. (Kenneth C. and Lawn, 2001)

**Information technology in the service of decision making**

System approach to potential comprehensiveness, integration and coordination of information in organizations is drawn and the most perfect system approach to organizations, the establishment of management information systems (MIS) leads. These systems would do collect and organize information and convey it to the administrators, as an powerful observer at all organization levels and development director domains of knowledge and insight into for his decisions and correct operation provides. (Rastom Jay Parkinson, 1997)

**Office automation: An organizational model from information technology**

Office automation, which includes all formal and informal electronic systems is concerned to communicate information among individuals within and outside the institution and vice versa. The main concept of office automation is communications. That facilitate communication both oral and written forms . Automation of electronic systems includes all the systems that the organization has established a variety of internal and external communications or facilitating . Huge volume of daily activities , organizations are in office . Can say such things in the office that all levels of employees and managers ( administrative , operational , intermediate, senior ) are dealing with the staff responsible for such publication or stored ( archived ) data are responsible for working with word processors ( the conservatives ), and permanent home users, office automation systems and communications systems ( such as document management systems ) are.

**Automation: Benefits and Uses**

Automation has a significant effect on the organization. Some of the benefits of automation that can be outlined:

- Better control over work
- Reduced non-productive activities such as filing and record keeping
- Better control over employees
- Reduced travel costs and meeting
- Increase job satisfaction because of the increasing effectiveness
- Increased customer satisfaction due to timely service and provide better information
- Increase the competitiveness of originations
- Grow the phenomenon of teleworking (working remotely)

Came a series of office automation software in the form of a comprehensive software can be comprised of the following software: word processors / programs spreadsheet / database applications / desktop publishing program / project management applications / programs scientific presentation in slide format / program management, computer files / programs related to mail / search nodal Web / Internet applications emitter / personal case management program / program management, financial / personal information stored programs (Greene , 2001)
Collection capabilities, office automation system can be outlined as follows:

- Dismantling of the old traditional ways of doing things
- Delete documents and annexes circulated it among units and staff
- To avoid wasting time at doing things
- Remove the interval
- Automation archives and fundamental change in the ways and means of access to information, the possibility of producing intelligence reports, statistics, management, supervision, immediate, and necessary
- Quick and immediate notification of the result of action taken Directors
- Email and real-time communication between employees and managers
- Electronic communication between other units outside the headquarters are
- Electronic communication with other organizations with related organizations

Analysis of the effects of office automation on management performance

Ulsan Margaret and Henry Lucas, in 2010 at New York University, in an article entitled "The impact of office automation on the organization's activities" and proposed a descriptive model of implementation and impact of office automation on managers and employees in the organization and the positive and negative effects have also introduced the use of office automation in Maine continue Sauk yang and Kumar Mehta, in 2013, in an article entitled "the Role of information Technology on managers 'performance', the experimental and theoretical role of information technology management and performance are studied and suggest that information technology can be a facilitator managers for their actions.

In Iran, Mohammad Hassan zadeh M(2005) In the study, "Comparative study of the performance of Bhutan, before and after implementation of automation" to reach the conclusion that there was a positive relationship between performance and automation, automation and improved performance. Also in June 1388, A. Sarrafzadeh and S. Alipour, in a study entitled "The effect of application of office automation on human resource productivity," concluded that the use of office automation on human resource productivity is效应, But the effect is not large and the error due to the implementation of this system is preventing the enthusiasm of working. We suggest that the training needs of staff in the use of this new system is intended using experienced teachers to utilize educational systems, the training will be held at the desired level.

Research methodology:
The main objective of this research is applied to examine the relationship of office automation on the performance of managers in Yazd Province Based on this research, descriptive – correlational- causality noted researcher after the fact. Data collection methods used in this research survey, so it can be placed among the research field. In this study, the independent variables are: automation systems that puts information and reports required for better management of Governor.

The management performance (the governor of Yazd) is measured in terms of the dimensions of accuracy, timeliness, economic are dependent variables, that are associated with the research hypotheses.

Data collection in this study include; Interviews and questionnaires, Thus, the interviews were carried out with a number of senior executives County. And the overall composition and method of questionnaire design, interview questions in a general form hypotheses and research questions have been investigated, leading to the design of the questionnaire. The population of the study
consisted of deputy governor, general manager, deputy general manager, governor, deputy governor and deputy governor of Yazd automation systems are deployed in the series, which number 96 were due to the Accessibility population, data collection methods is census, are included total of population.

**Data analysis**

Due to the low number of principals County preferred instead of sampling used census method involved responsively managers in the survey that their number is equal to 96. Here's what this means is that we are not entitled to extend the results of the sample population and the so-called "inferential" .

Using statistical tests in this study, the aim is not to generalize the results to evaluate the severity of the weaknesses or significant being negligible correlation between the relationship varies. Further mention the P-value or sig values of statistical tests in this study means a decision on approval or rejection of the statistical assumptions (which inferential statistical community) is the interpretation of these values determine the amount of dependability and reliability have achieved the level of relationships and comparisons between different variables, have been carried out.

First hypothesis: The uses of administrative automation system and speed and performance management.

The results of Pearson correlation between the use of office automation and speed of performance.

<table>
<thead>
<tr>
<th>Dimensions of the independent variable (using automation)</th>
<th>Indicators</th>
<th>Dependent variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>Perception</td>
<td>Wish to use Computers</td>
</tr>
<tr>
<td>.320</td>
<td>.337</td>
<td>.0790</td>
</tr>
<tr>
<td>.001</td>
<td>.001</td>
<td>.442</td>
</tr>
<tr>
<td>+</td>
<td>+</td>
<td>-</td>
</tr>
</tbody>
</table>

Second hypothesis: there is relation between the use of administrative automation systems and real time performance management.

The results of Pearson correlation between the use of office automation and performance upgrade.
### Dimensions of the independent variable (using automation) vs. Indicators vs. Dependent variable

<table>
<thead>
<tr>
<th>Dimensions of the independent variable (using automation)</th>
<th>Indicators</th>
<th>Dependent variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>volume of outgoing mail</td>
<td>volume of outgoing mail</td>
<td>volume of outgoing mail</td>
</tr>
<tr>
<td>.382</td>
<td>4540/</td>
<td>.2590</td>
</tr>
<tr>
<td>0.000</td>
<td>0.000</td>
<td>0.110</td>
</tr>
<tr>
<td>+</td>
<td>+</td>
<td>-</td>
</tr>
</tbody>
</table>

**The update function**

**The correlation coefficient**: .274

**Significant**: .007

**Result**: *

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**Third hypothesis**: there is relation between the use of automation system of administrative and financial management functions.

The results of Pearson correlation between the use of office automation and economical performance:

<table>
<thead>
<tr>
<th>Dimensions of the independent variable (using automation)</th>
<th>Indicators</th>
<th>Dependent variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>volume of outgoing mail</td>
<td>volume of outgoing mail</td>
<td>volume of outgoing mail</td>
</tr>
<tr>
<td>.1790</td>
<td>.3860</td>
<td>.081</td>
</tr>
<tr>
<td>.082</td>
<td>0/000</td>
<td>.4340/</td>
</tr>
<tr>
<td>-</td>
<td>+</td>
<td>-</td>
</tr>
</tbody>
</table>

**The correlation coefficient**: .060

**Significant**: .559

**Result**: *

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**The fourth hypothesis**: there is relation between the use of administrative automation systems and accuracy authorities.

Test results using the Pearson correlation coefficient between automation and accuracy performance:
The fifth hypothesis (general): there is relation between the use of administrative automation systems and quality management functions.

The results of Pearson correlation between the use of office automation and quality of performance

<table>
<thead>
<tr>
<th>Dimensions of the independent variable (using automation)</th>
<th>Indicators</th>
<th>Dependent variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>volume of outgoing mail</td>
<td>volume of outgoing mail</td>
<td>volume of outgoing mail</td>
</tr>
<tr>
<td>.315</td>
<td>.414</td>
<td>.219</td>
</tr>
<tr>
<td>.002</td>
<td>0/000</td>
<td>.032</td>
</tr>
</tbody>
</table>

Conclusions
With regard to the main issue of this study, "Exploring the relationship between automation on the performance of managers in Yazd Province" is, the results obtained in this research:

• Since the first hypothesis was confirmed, it can be concluded that managers of office automation system is increasing rapidly of management performance.

With regard to the second hypothesis was confirmed, we can conclude that tend to the use of automation levels be higher among managers, their performance is more updates.

Since the third hypothesis, do not confirm we can conclusion that between the economic variables of the function on the one hand and the use of independent variable other than and equipment the perception of the role of automation, there is not a significant relationship.

Since the fourth hypothesis is confirmed, it can be inferred based on the conclusion that health authorities rather than be dependent on the quantity and level of automation, quality and use automation depend on the willingness and acceptance.
• Since the fifth hypothesis as (there are relations between the use of office automation system, and performance leaders) were confirmed, it can be concluded that office automation system improving the quality of administrator
Overall, the hypothesis of a (system automation has a positive effect on the performance of managers in Yazd Governor), was confirmed, the conclusion would be that the office automation system has improved the performance of managers in Yazd Province.

Suggestions
- The more quality office automation system to increase the quality of decision making and subsequent increases in yield, due to the important role of office automation system access easier, more precise, more accurate and more up to date information and increase of communication. Therefore, increasing the level and degree of this system is recommended.
It is worthy organizations rather than quantitative development programs of this kind of enterprise systems, providing supplementary elements such as strategies for improving the performance of office automation systems, provide the spatial impact of these systems on performance indicators for managers improve and consequently increase improve the performance further.
- One of the problems is that the use of office automation could not reduce the problem of disruption and lack of accountability system be effective, it is recommended that the LAN network of the organization, better equipped, and in doing so, are used more IT professionals and computers.
- This style of management and the organization's willingness to use office automation
- survey the use of automation systems and development at the organizations

Resources
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