

Research Article

EVALUATION OF THE IMPLEMENTATION OF SUGGESTION SYSTEM INDICATORS AND ITS IMPACT ON INSTITUTIONAL PRODUCTIVITY IN PARSIAN GAS REFINERY

***Mokhtar Ranjbar¹ and Sohrab Safari Fard²**

¹*Department of Management, Lamerd Unit, Islamic Azad University, Lamerd, Iran*

²*Department of Training and Human Resource Development, Lamerd Branch, Islamic Azad University, Lamerd, Iran*

**Author for Correspondence*

ABSTRACT

Recommendation system is technical that can be used by employee thinking to identify issues they used to solve this by all levels of staff involved in the management. The purpose of this research is the implementation of the recommendations of the index and its impact on organizational efficiency in the Parsian gas refinery. The method used is descriptive and objective terms. The study included all employees of the Persians Gas and the randomization using Cochran formula, 200 subjects were examined. Instruments included a questionnaire and a questionnaire for organizational efficiency and organizational system offers (Avlsanya *et al.*, 2012), respectively. Validity using item analysis and reliability using Cronbach's alpha was calculated. Data using descriptive statistics such as frequency mean, standard deviation, percent, inferential statistics, and multiple linear regression analysis, and path analysis were analyzed with Friedman's test. Linear regression results for each question showed that the system offers a significantly positive effect on organizational productivity. The dimensions of the offers include receiving proposals, evaluating proposals, pay and bonuses, implementation and evaluation of proposals and offers significant effect on organizational productivity Corp's refinery.

Keywords: *System Offers Efficient Organization, Evaluation of Offers, Refineries Corp*

INTRODUCTION

In the present world, the pace of change is such that what was done in the past cannot provide a formula for success in the future. Today, the principal task are clarifying and driving force within man. Managers need to appreciate your employees beforehand, to capture their hearts. Therefore, managers should use the kind of attention directed towards their employees. In order to allow their employees to think about problems, make decisions and provide solutions and the views and suggestions of the anonymous individuals, low levels of support and instead of undermining them put a finger on their abilities and strengths and to help them to apply have hidden talents (Aghaee, 1988). Suggesting a small improvement in the field of organization members; improvements identified and implemented by the people. The participation in the improvement of the organization, in addition to increasing productivity, creating a more favorable sense of being and belonging in employees' organizational and provides the context of a systematic and purposeful creativity of its members, in order to better achieve the objectives of the organization (Moghim, 2006). Participation and consultation, consider seeking consultation on Islamic culture and history of ancient Iranian position is very high, tall applying this method to assist in the management and decision making which can be achieved by doing things the right way, different from the main road he chose. With the help of cooperation and consultation is taking risks, making decisions is reduced, increased enforcement decisions, the insight and knowledge of the wider consultation and working spirit is strengthened. According to the Islamic point of view, participation in decision making and their progress is to educate individuals (Matsumoto, 1982). Muslim Growth and cultivation of individuals through work emphasizes the talents focused on their potential as human beings. Quran consultation as a manifestation of faith is introduced and emphasized their affairs by mutual consultation Muslims do. In other words, the ideological perspective of Islam, the management decision making process of the all components of a decision which should be based on participation, deliberation is to

Research Article

emerge. Obviously, in the case of cooperative management area will be updated (Ramezani, 2000). Since the major part of foreign exchange earnings in the country is dependent on oil and gas industry, therefore, the proper way to get the most from the oil and gas resources plays a major role in the country's foreign exchange earnings. The staff of creative ideas and the use of human resources in an organization in achieving this important decision-making process are undeniable. Refinery Corp as one component of the country's oil and gas industry has proposed to set up the system. The evaluation of the performance of the system offers and efficient use of employees' ideas and involve them in decision-making system in particular is necessary Parsian Gas Refinery so that the organization can achieve higher productivity.

An Overview of the Theoretical Foundations of Prior Research

The Philosophy of the Proposals

The system offers the ideal targets, but actually applying it is a philosophy, increase the ability of the organization to the changing demands of consumers, businesses, services or products through the appreciation of the virtues human abilities and goals and align employees with corporate goals and the proper use of the experiences, thoughts, opinions and ideas in each job category and each organizational unit (Razani, 1984). The philosophy of the state, eventually the two groups of managers and staff from two perspective views of each individual word but the other says. On the one hand, addressed to the managers said: should always sit in an ivory tower and knock your wall off and refused to shut the door, but you should always leave the door open on new ideas and innovations welcomed the change. On the other hand, says the staff and workers in all the factories to provide new ideas, even if they seem small part to his participation. In this context, one cannot expect that things are not always succeed; because the fact that you've managed to get the problem and to consider solutions suggests that a curious thing between you and the owner's vision and thinking (Mashhodi, 2010). Philosophy offers the only people involved in the decision to participate is spent; but beyond this model, encouraging employees to think to move to a better position, identify hidden opportunities, creating a creative space and the creative tension of staff to change their attitude of blindly defending the status quo; increased sense of organization, more effective utilization of existing resources and creating new combinations of available resources to achieve maximum efficiency and effectiveness. Most importantly, the system offers can provide the cultural context for entrepreneurship development organization and we know that without a supportive culture, entrepreneurship, do not reveal or at least will not continue.

Dargahi (2012) in a study entitled organizational readiness proposals for the establishment of Tehran University staff to determine organizational readiness the staff proposals for the establishment of the University of Tehran. The findings show that the majority of employees believe that recommendation for the establishment of the university, individual readiness and culture if the preparation of a structure cannot be observed.

Taleghani, Tanami (Farhangi and Zarrin, 2011) in a study to determine the factors affecting the productivity increase (Case Study: Bank Saman) reported that such findings 1 positive and significant relationship was observed between the needs of employees and productivity. 2 Also, the participation of employees in decision-making and the productivity of a significant positive correlation was observed. 3 Leadership Style and also showed positive significant relation with productivity.

(Rostami, 2010) in a review of the recommendation system to identify obstacles to the development of education in the education of recommendation system is discussed. In this study we have tried to investigate the situation in our actual picture of the situation in Iran recommendation system achieved the study of factors influencing its development education in Kerman province as an example of the country's efforts, thus, we obtain a picture of the situation, the obstacles to the development and effective utilization of the specified.

(Vaezi and Vossoughi, 2010) in their study as organizational excellence model and improving manpower productivity in Tehran Oil Refining Company's results thus stated: there is a significant relationship between the organizational excellence model and improve the productivity of human capital in Tehran Oil Refinery.

Research Article

(Ebadi, 2005) in a study to determine the motivational factors that enhance productivity in the management of university affairs Five payroll, bonus material and spiritual, amenities and services, employee participation in decision-making processes and training to be identified. The material and spiritual rewards have a greater impact on productivity. In this Hanych (2012) investigated the factors influencing the productivity of civil servants showed that motivation, training, participation in decisions, skills and understanding of factors affecting the productivity of jobs that each of the factors listed and productivity between positive and significant relationship was observed. But among the more effective utilization of the skills of other staff is revealed. (Malmir and Damrysh, 2012) in their study classified as factors affecting labor productivity using the results of HP and laptop systems such that self-expression and freedom (participation in decision making) there was a significant positive effect on productivity at work. The Community supervision and poor management has led to low productivity down these factors is also significant, but negative effects on productivity, which is an indication of the impact of these factors on productivity. Results (Vichan *et al.*, 2009), Handbook of factors affecting the productivity of faculty members at public universities showed views the researcher's personal characteristics, organizational support and environmental conditions in order to improve the efficiency of human resources is the most important component. These characteristics also had a significant positive effect on productivity. (Wright and Pearl, 2008) in their study in China, the role of organizational culture on employee motivation to increase productivity and improve effectiveness evaluated (Vedic, 2003), in his research found that the use of participatory leadership style, teamwork and improved productivity. (Voxel, 2002), in a study conducted in conjunction with the conclusion reached motivation and productivity and there is a significant positive relationship between the components of motivation and productivity there. Among the components of quality of life, other factors have a greater effect on productivity. Thereby increasing the quality of work life for nurses improve the care of patients they deal with families of patients will improve. Of course, Kim's research (2001) Impact of ICT on labor productivity assessment is positive. In another study (Bartoli and Lokandr, 2000), the results showed that people who are creating the problem of consistency and power; in the workplace, energy, motivation and ability to do their job, this led to higher levels person efficiency and performance, thereby increasing the efficiency of organizations.

The Research Conceptual Model

Several researchers have proposed a model to study the scientific basis the relationship between each of the dimensions has been used to investigate the efficiency of their research.

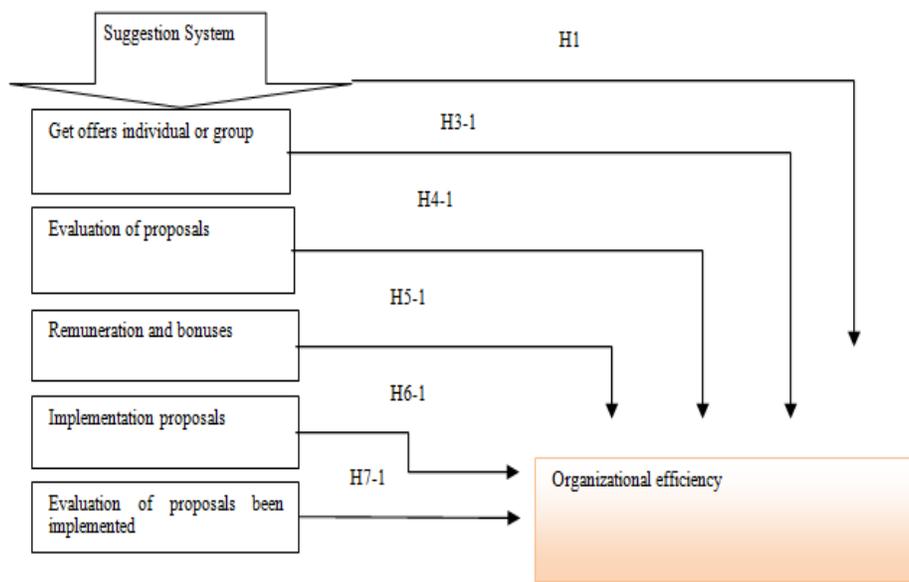


Figure 1: The research conceptual model

Research Article

In this context, the components of the system offers recommendations based on an individual or group 4, assessment recommendations, payments and bonuses; implementation of the recommendations have been implemented and the evaluation of results, as the independent variable and the dependent variable of organizational productivity will be investigated. Sustainability of research-based reasoning model and its realization by many Vanysh including (Vichy and Wang, 2009), Patterson, like the West (2004), (Ellis and Dick, 2003), Allah Verdi (Farah, 2012), Mehrabian and Nasir (Keshavarz Mohammadian and Farmanbar, 2011), Taleghani and Namati (Farhangi and Zarin, 2011), (Nazem and Parsi, 2010), (Rahmati, 2005), (Maleki and Nabat, 2002), (Janali, 2001) is based.

Hypotheses

The hypothesis: the implementation of the recommendations has an impact on organizational efficiency of Parsian Gas Refinery.

Research Sub-hypotheses

- 1 The implementation of the recommendations of the Refinery Gas Corp is in good condition.
- 2 Organizational Efficiency in Parsian gas refinery is in good condition.
- 3 An individual or group recommendations have effects on organizational efficiency and effectiveness in Parsian Gas Refinery.
- 4 Evaluations of the recommendations have impact on organizational efficiency in Parsian Gas Refinery.
- 5 Pay and bonuses of Parsian Gas Refinery has an impact on organizational productivity.
- 6 Implementation of organizational proposals has effects on efficiency and effectiveness in Parsian Gas Refinery.
- 7 Evaluation of results conducted has effects on organizational efficiency and effectiveness in Parsian Gas Refinery.

MATERIALS AND METHODS

Method

The method used is descriptive and objective type. The study included all employees of the Persians Gas the randomization using Cochran formula, 200 subjects were examined. Instruments included a questionnaire and a questionnaire for organizational efficiency and organizational system offers Avlsanya *et al.*, (2012), respectively. Validity using item analysis and reliability using Cronbach's alpha was calculated. Data using descriptive statistics such as frequency mean, standard deviation, percent, inferential statistics, and multiple linear regression analysis, and path analysis were analyzed with Friedman's test.

The Findings

The main hypothesis: the implementation of the recommendations has an impact on organizational efficiency of Parsian Gas Refinery.

Table 1: Results of regression analysis, the main hypothesis

	β	β (Standardized)	t	p-value	R	R ²	Test of significance of regression F	of of p-value
(Constant)	2.152		10.778	0.000	0.395	0.159	66.173	0.000
Implementation of recommendations	0.431	0.395	8.135	0.000				

According to the F-value and p-value, it is concluded that the regression is significant. The coefficient of determination equal to 0.159 was obtained, indicating that 15.9% of the variance related to organizational productivity by implementing the recommendations are explained and discussed. According to the F-value and p-value, it is concluded that the regression is significant. The coefficient of determination equal to 0.159 was obtained, indicating that 15.9% of the variance related to organizational

Research Article

efficiency by implementing the recommendations are explained and discussed. The result of the research results and Lokandr (2000), Alice and Dick (2003), Wright and Pearl (2008), Hanych (2012), Ebadi (2005) and Mehrabian *et al.*, (Mohammadian 2011) are aligned.

First Hypothesis: The implementation of the recommendations of the Refinery Gas Corp is in good condition.

Table 2: Statistical measures for the first sub-hypothesis

Variable	T-statistics	Degrees of freedom	of Significant level	Difference	95% level	confidence
Suggestion System	45/177	199	0/000	1/0729	lower limit	Top limit
					1/0262	1/1197

Observed significance level of less 0.05 therefore assume H1 is approved. Since the upper and lower limit values are both positive, we conclude that the average (sample mean) of the mean (i.e. Likert scale values are compared in figure 3 is larger, so the assumption of an (alleged author) 95% confirmed, in other words, the performance indices of Parsian Gas Refinery offers are in good condition.

Second Hypothesis: Organizational Efficiency in Parsian gas refinery is in good condition.

Table 3: Statistical parameters for the second sub-hypothesis

Variable	T-statistics	Degrees of freedom	of Significant level	Difference	95% level	confidence
Organizational Efficiency	26/159	199	0/000	0/5089	lower limit	Top limit
					0/4707	0/5473

As can be seen on the ground level is significantly lower than 0.05 assume H1 is approved. Since the upper and lower limit values are both positive, we conclude that the average (sample mean) of the mean (i.e. Likert scale values are compared in figure 3) is larger, thus, assuming an (alleged author) 95% confirmed, in other words, organizational efficiency is desirable in Parsian Gas Refinery.

Third hypothesis: An individual or group recommendation has effects on organizational efficiency and effectiveness in Parsian Gas Refinery.

Table 4: Regression analysis of the third sub-hypothesis

	β	β (Standardized)	t	p-value	R	R ²	test of significance of regression F	p-value
(Constant)	2.888		16.712	0.000	0.262	0.168	26.293	0.000
Get suggestions	0.231	0.262	5.128	0.000				

According to the F-value and p-value, it is concluded that the regression is significant. The coefficient of determination equal to 0.168 is obtained which indicate that 16.8% of the variance related to organizational productivity by Parsian gas refinery after receiving offers individual and group cannot explain it. This finding is consistent with research findings on Taleghani, Tanami, (Farhangi and Zarrin-Negar, 2011), (Dargahi, 2012), (Rustami, 2010), and (Khakzad, 2006) is consistent.

Fourth Hypothesis: Evaluations of the recommendations have impact on organizational efficiency in Parsian Gas Refinery.

Research Article

Table 5: Regression analysis of the fourth sub-hypothesis

	β	β (Standardized)	t	p-value	R	R ²	test of significance of regression	
							F	p-value
(Constant)	3.085		21.325	0.000	0.244	0.160	22.758	0.000
Evaluation of proposals	0.183	0.244	4.771	0.000				

According to the F-value and p-value, it is concluded that the regression is significant. The coefficient of determination equal to 0.160 is obtained which show that 16 percent of the gas refinery Corp organizational efficiency by the following Evaluation of proposals will be explained and discussed. The result of the research Sojodi and Fallahi (2011), Taleghani *et al.*, (2011), Hanych (2012), Vichan *et al.*, (2009) and Voxel and Yuki (2002) is consistent.

Hypothesis V: pay and bonuses of Parsian Gas Refinery has an impact on organizational productivity.

Table 6: Regression analysis of the fifth sub-hypothesis

	β	β (Standardized)	t	p-value	R	R ²	test of significance of regression	
							F	p-value
Pay reward	3.152		22.275	0.000	0.226	0.151	19.312	0.000
	0.166	0.226	4.395	0.000				

According to the F-value and p-value, it is concluded that the regression is significant. The coefficient of determination equal to 0.151 is obtained which indicate that 15.1% of the variance related to organizational productivity by paying gratuities and bonuses cannot explain it. The result of the research (Lokandr and Bartoli, 2000), (Alice and Dick, 2003), (Wright and Pearl, 2008), (Ebadi, 2005) and (Vaezi, and Vossoughi, 2010) is consistent.

Hypothesis VI: Implementation of organizational proposals has effects on efficiency and effectiveness in Parsian Gas Refinery.

Table 7: Results of regression analysis of the sixth sub-hypothesis

	β	β (Standardized)	t	p-value	R	R ²	Test of significance of regression	
							F	p-value
(Constant)	2.693		20.650	0.000	0.403	0.162	69.447	0.000
Implementation of recommendations	0.286	0.403	8.334	0.000				

According to the F-value and p-value, it is concluded that the regression is significant. The coefficient of determination equal to 0.162 is obtained which indicate that 16.2% of the variance related to organizational productivity through the implementation of the proposals will be explained and discussed.

This finding is consistent with research Fallahi and Sojodi (2011), (Ahmadi *et al.*, 2011), (Kamran *et al.*, 2011), (Alice and Dick, 2003) and (Voxel and Yuki, 2002) is consistent.

Hypothesis VII: Evaluation of results conducted has effects on organizational efficiency and effectiveness in Parsian Gas Refinery.

Research Article

Table 8: Regression analysis of the seventh sub-hypothesis

	β	β (Standardized)	t	p-value	R	R ²	test of significance of regression	
							F	p-value
(Constant)	2.823		16.370	0.000	0.280	0.178	30.412	0.000
Evaluation of results	0.251	0.280	5.515	0.000				

According to the F-value and p-value, it is concluded that the regression is significant. The coefficient of determination equal to 0.178 is obtained which indicate that 17.8% of the variance related to organizational productivity by Parsian Gas Refinery evaluation of proposals is carried out to explain. The findings of the study by Wright and Pearl (2008), Vichan *et al.*, (2009), Malmir, Khalil and Damrysh (2012), Hanych (2012), Ghasemi (2004) and Dargahi (2012) is consistent.

Multiple Regression Analysis

Table 9: Results of multiple regression analysis

The independent variable	β	β (Standardized)	t	p-value	R	R ²
Get Recommendations	0.170	0.180	1.408	0.000		
Evaluation of proposals	0.107	0.143	2.092	0.000	0.444	
Payment to implement the recommendations	0.151	0.169	1.023	0.001		0.197
Evaluation of results	0.235	0.332	5.645	0.000		
	0.174	0.183	1.477	0.001		

It is seen that the multiple correlation coefficient is 0.444. In other words, a total of 44.4% of these dimensions is associated with organizational productivity. The coefficient of determination equal to 0.197 was obtained; indicating that 19.7% of Parsian Gas Refinery by the dimensions of organizational productivity can explain the proposals is investigated. To determine which aspects of a greater share in explaining organizational productivity, be the values of β p-value and standardized coefficients in multiple regression analysis that simultaneously takes into account all the dimensions considered. It is seen that the implementation of more effective and higher offers and the evaluation of proposals were implemented, suggestions, proposals are received and evaluated and bonuses. Comparing the mean scores of the indicators proposed by Friedman test:

In order to ensure the identification and ranking of the Friedman test was used to rank the variables. The following table presents the results of the test are rejected.

Table 10: Comparison of mean scores of the variables used to test Friedman test

Types of competitive advantage	Average Rating	Number	Degrees of freedom	Statistics value	Significance Level
Get Recommendations	3.18	250	4	16.649	0.000
Evaluation of suggestion	2.90				
Payment to reward	2.97				
Implementation of recommendations	3.24				
Evaluation of results	3.19				

Research Article

Since the p-value less than 0.05 were obtained, we reject the null hypothesis. It can be concluded that the mean scores of the indicators there is offered. The mean scores of the same variable multiple regressions.

Evaluate the Fitness (suitability) Model

Indicators of well-being or using Lisrel path model analysis, Chi-square and RMSEA indices, respectively. Indices in LISREL software, is the ratio of the chi-square statistic to its degrees of freedom, $\frac{\chi^2}{df}$. The higher this ratio is smaller than 3, a fitting model is a better fit. The RMSEA is the mean squared errors of the model. This index is based on the errors made. Extent permitted by the index value is 0.8. If 0.8 RMSEA is below, and if acceptable under 0.5 is very good.

Table 11: Indices fitness model in path analysis

Index	mean squared errors of the model RMSEA	Chi-square test Degrees of freedom df	Statistics value χ^2	$\frac{\chi^2}{df}$
Index value	0.316	6	11.29	1.88

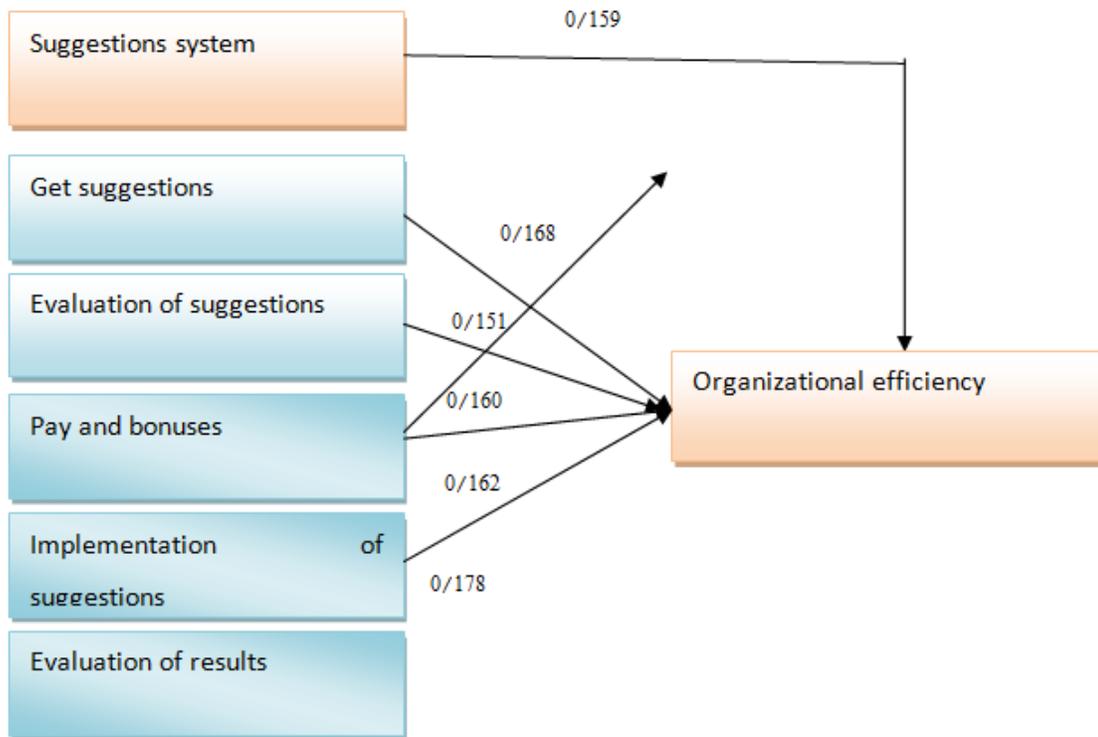


Figure 2: The research conceptual model

Since the values of RMSEA (mean squared error of the model) were less than 0.5 and a ratio chi-square statistic to its degrees of freedom is smaller than 3, the fit of the model is high. This implies that the set of relationships between variables based on theoretical principles, rationale and hypothesis concerning the causal relationship between the main variables was confirmed.

Conclusion

Participatory management process based on the various patterns worthy of a place. Cooperative management regime, the intellectual and practical cooperation of all employees in an

Research Article

organization with different management levels of the organization. In this system, all employees about ways to solve problems and enhance productivity for organizations to actively think about the result of thinking, contemplation and individual and group exchanges in the form of plans and proposals for their organization. Thus, in a system of collective thinking and mind with soul to achieve the goals established and facilities management is a treasure trove of ideas and opinions and solutions in order to achieve the goals of the organization benefit and friendly atmosphere, while recognizing the importance of their talents and abilities of individual employees, in the spirit of cooperation and partnership investments. A partnership program of regular activities in the areas of employee participation recommendation system and quality control ... is like. Perhaps the simplest of these is the suggestion system to reinforce the implementation of the employee participation in decision making group fitness gradually creativity and incentives in order to become organizational developments.

Suggestion System is one of the simplest, most efficient, and most powerful models of participatory management is most applicable. To run the system offers several indicators defined the successful implementation of these measures should be operating well. Hadley and Jung as the Bourne and Gaebler argue that services should be entrepreneurial and responsive to customer needs. Entrusting the operational area, creating job autonomy, encouraging risk and entrepreneurial businesses and creating a collaborative work environment and synergistic properties of the public service is responsive and entrepreneurial (Moghimi, 2006). Now the Japanese management philosophy is based on staff and student participation in the gradual improvement and has joined the Kaizen project as a successful model in the design world stage. In addition to the major western companies on environmental fluctuation and avoid bankruptcy and increased productivity or anterior to the implementation of the partnership have achieved positive results. Canadian researchers at McMaster University professor Dr. Sadvr renowned creativity comparative study between Japanese and American companies have done. He believes that the Japanese use of behavioral science theories, such as motivation, for encouraging creativity in the workplace than their American counterparts have taken steps faster. The aim of the study administrators Japanese firms in the creative process of making proper changes in the organizational training and education activities to effectively encourage them to play their role in the transformation. Military personnel and quality control loop system has two important and complementary partnership and encourage the creativity of employees in Japanese companies which have a role in increasing the productivity of the organization.

Barriers separating the healthy flow of innovation in organizations are due to the effect of the interaction effect of external and internal processes and the emergence of a secondary nature is not entirely clear and attainable. Of the main barriers to change and innovation in cultural perspectives lack a critical attitude in the organizations. Anti-critical values of such communities, parents and teachers to inspire their children certainly those who have grown up with such a theory to become managers who maintain the values and encourage and no effective efforts for innovation and self-expression does not change (Pirasteh, 2001). From an analytical perspective, barriers to implementing recommendation system can be divided into two categories: barriers to managers and staff constraints.

Middle managers and supervisors informal barriers include loss of interest, revealing the weaknesses of management, evolving morale and lack of motivation, unrealistic image and barriers of employees includes all employees to not take advantage of the benefits of the proposals, difference between gross salary and benefits managers and employees, lack of respect for meritocracy and barriers in the way experts suggest, legal barriers and the lack of flexible regulations, financial constraints and barriers to organizational culture. Also in the category of preventive and influential in the success of the proposed system can be generally divided into three categories.

1 Environmental factor includes variables that organizations do not change it too much it includes the factors that influence them from outside a culture of participation, or the rules and regulations of the State and the economic and political conditions.

2 structural factors: formal structure defined in terms of organization and communication of roles and responsibilities that are included in the organizational hierarchy. Factors that are related to underlying structural include senior managers' views about the involvement of people know that it is harmful or

Research Article

hindrance for power management, general view of managers to employees, no infrastructure or centralized top-down effects in the organization and planning, recurrent dislocation of managers who lack the thoughts of people in organizations are using and instability managers and staff, lack of research on organizations that can provide the underlying expertise, and strong suggestions research and practice, and feedback suggestion system, paying less attention to mental training and grounds staff, lack of meritocracy management systems, the lack of clear organizational goals, intangible services, area organizations, the lack of duties and responsibilities, and their lack of equity and distribution facilities and the lack of accurate and updated information.

3 behavioral factors, including a lack of willingness to do group work, lack of proper grounds for criticism of the tendency to withdrawal, attention to personal issues, lack of trust employees to managers, lack of trust in employees, managers as key informants. Knowledgeable and wise and cynical and negative attitude of the managers and the co-management conflict with their own beliefs, basic needs such as economic and material needs and culture is individualism.

The Model Presented in this Study

This study aimed to evaluate the performance indices of the proposals and their impact on organizational productivity Parsian Gas Refinery was performed. Based on the results of research and analysis assumptions, the following model was developed as a research model.

Suggestions

The results show that:

1 the Refinery Parsian is healthy, open and dynamic atmosphere, staff morale and confidence of the manager and staff has high level of commitment. The managers and executives of organizations should create an atmosphere of open fields provide increased organizational productivity.

2 If the results show the successful implementation of participatory management and suggestions the benefits and consequences of improving human relations between management and employees, improving employee motivation, improve workflow in the organization. Creativity and innovation reduce service costs, increase employees' sense of organizational goals in line with the objectives of the organization and ultimately increase customer satisfaction and will be the beneficiaries. So it is recommended to managers and policymakers Refinery Corp offers sufficient and appropriate to implement the system.

3 are a good idea is proposed that the same ingenuity and creativity to promote the growth and prosperity of the organization enhance the quality of work life and organizational climate. In addition, it is a good idea, should the scope the person the work is to improve the process, should not be repeated or is already implemented in the system. Finally, a solution or a certain way to make changes in the current situation in the sector is required. In order to optimize the implementation of the Refinery Corp offers suggestions on two different levels is recommended. In the general assembly and the special committee recommendations are discussed in the General Council after getting a good score on the Graduate Council for review and approval of the Secretary shall be final.

5 recommended cultural and Executive Committee recommendation system has been established as an independent and implementation of the recommendations and extensive cultural activities, more attempts should be made.

6 job offers in all organizations is examining all of councils the logical and convincing answers complete rejection of their bids. Parsian Refinery offers system managers in the evaluation of proposals should pay enough attention to it.

7 credits allocated in proportion to its size, mission critical system offers an effective step in maintaining the quality of all its services. Giving sufficient rewards to employees and providers offer creative and innovative remuneration of employees involved and an important step toward maintaining and expanding the system of participatory management is proposed as an efficient tool.

8 is suggested to provide good training and to reduce the difference in the performance and reach consensus on the proposed terms of the regular meetings held with the participation of all members. It is suggested that cultural committee or council publicity activities extensive knowledge about the objectives

Research Article

and the performance of recommendation system launched the necessary arrangements for training courses in the field of enhanced creativity and problem detection enrich thought and development.

9 The focus of research, funding and facilities necessary and entrust this project to the people familiar with the matter, understanding more completely than have the condition, can correct and update information about infrastructure constraints and the employee's suggestions and comments to the officials and planners will continuously emulated to improve matters.

REFERENCES

- Aghaee Fyshany T (1988).** *Creativity and Innovation in Individuals and Organizations* (Nshtrrmh) Tehran.
- Moghimi M (2006).** *Recommendation System for Public Organizations from Theory to Practice* (Community Service) Tehran.
- Ramezani and Mohammad Rahim Ismail Pour R (2000).** Evaluation of the performance management system proposed participation by employees of state organizations, *Journal of Knowledge Management* **XIII**(49) 51-25. 13
- Mashhodi M (2010).** *Approach to Measure Competency in HRM Management* **215**(14 and 19).
- Ebadi Azar MT (2005).** Investigating the motivational factors that promote administrative efficiency in managing the affairs of the university, MSc thesis, Public Administration, Education and Research Institute of Planning and Management.
- Allah Verdi Mustafa, Farah Abad Syed Mohammad Ahsan and Sajadi Hanyh Sadat (2012).** prioritization of factors affecting the productivity of human resources in view of middle managers sciences, *Journal of the Hospital* **9**(3 and 4) 85 -78.
- Mehrabian Fardin, Nasiri Pour Ashkan, Farmanbar Allah and Mohammadian Prophet S (2011).** Labor productivity enhancing factors from the perspective of university faculty and non-faculty, *Journal of Medical Education* **III**(II) 63-58.
- Taleghani GR, Tanami, Mohammad Mehdi Farhangi and Zarrin Negar Ali Akbar Freed MJ (2011).** Factors increasing productivity (Case Study: Bank Saman), *Public Administration Quarterly* **3**(7) 130 115.
- Rahmati Z (2005).** Examining the relationship between managers' thinking style and organizational climate, employee productivity and education offices in Tehran, MSc Thesis, Islamic Azad University Roodehen unit.
- Pirasteh Saeed (2001).** Barriers to innovation in organizations, *Journal of Management Development* **IX**(32).
- Haenisch JP (2012).** Factors Affecting the Productivity of Government Workers, *Journal of SAGE* **2**(12) 128-145.
- Malmir A, Khalil K and Damirchi QV (2012).** Classifying the Effective Factors on Productivity of Human Resources by Using AHP and TOPSIS Methods, Kuwait Chapter of Arabian. *Journal of Business and Management Review* **1**(7) 67-83.
- Wichian S and Wongwanich S (2009).** Bowarnkitiwong S. Factors Affecting Research Productivity of Faculty Members in Government Universities: Lisrel and Neural Network Analyses. *Kasetsart Journal Social Sciences* **1**(2) 67-78.
- Wright P and Perrell GM (2008).** Cultural values/ workplace behavior and productivity in China: A conceptual framework for practicing managers, *Management Decision* **46**(5) 797-812.
- Kim J (2001).** Information Technology and Firm Performance in Korea, *Thirteenth Annual East Asian Seminar on Economics*.
- Patterson M, War P and West M (2004).** Organizational justice and company productivity, *Journal of Occupational and Organizational Psychology* **7**(3) 77 -89.