

Survey the Obstacles of Establishment of Suggestions System from Employee's View

Masoud Nouri

Kermanshah Payam Noor University Islamic Republic of Iran
42 Block-20 m Danesh St- Moalem Boulevard-Eslam Abade Gharb-Kermanshah-Iran

Abstract:-Suggestions system is one of the new cooperative management plans that effects an making decision, self confidence and employees occupational approval. The aim of this research is survey the obstacles of establishment of suggestions system from employees view (case study: Kermanshah province ministry of Education),It is descriptive and surveying research, we used of methodologies such as library studies and area studies for fulfilling of this research, that its statistical society is all of the employees, also we were used of kokaran sampling method and had chosen 195 people as statistical sample which were answered the questionnaire, and also for factors ranking had been used of freedman method, the most important obstacles of establishment of suggestions system is arising from the employees, and lack of exact survey, efficient employees in executive committee and nonpayment reward to suggestion are the most important systemic obstacles of establishment of suggestions system, and lack of managers riskiness, managers believe to suggestions system and conflict in managing methods are the most important managing obstacle of establishment of suggestions system, the extent of department. Complexity of systemic duties and inattentive to managing are the most important cultural obstacles of establishment of suggestions system, and the most important obstacles is rising from the employees.

Key words: cooperation; suggestion; suggestions system; the obstacle of establishment of suggestions system ; suitable bed.

I. INTRODUCTION

Regarding to changes in management in 30 recent decades show. Thinkers and managers efforts for finding suitable solutions. Raising of approaches and new managements techniques , cooperative management , process engineering virtual departments and etc, show that thinkers is for finding a new method that can be as a managing tool and to manage organization's complicated world. Cooperative management was raised at 50's in Japan and also is one of the best managing methods and also is dynamic way for employee's cooperation. This method uses of employees and customer creativity and novelty in the ideal way. Cooperation defined as amity and affording for be better. Manpower is an important tool for acquiring aims in any organization, and because man has thought, creativity and novelty, to be counted as main capital, and thought power of employees, individuals and customers in department to be counted as hidden (secret) and statics capital. I spite of other surceases, Nan power not decrease with con summing and amount that man uses of his thought power as his ability will improve. People that to cooperate in organization's activities and uses of his pure thought, in addition to improving of organization, also they to become lofty. In department view, cooperative management defends creating of environment those employees, supplier's customers and stockholders can cooperate in new suggestion and thoughts, to solving of problem, making decisions and helping to management, and the other word to cooperate in all of the tasks. Cooperation and cooperative management isn't a new phenomenon in department's management, but it's thought was raised in management theories in the late of 19th. (Ahanchi, 2008).

This method is basis of voluntary cooperation of employees, suppliers, and customers and want uses of their thoughts, opinions and creativity for solving of problems and until organization's management has not been believed to employees cooperation, cooperative management not to become a reality (Alvani , 2006). There are many different mechanisms for exciting of cooperative management that the most technique is establishing of suggestion system. Suggestion system is a technique that can use of employees, suppliers and customer's thought for solving of problems. In the basis of suggestion system all of employees , and customers in the highest level to the lowest level can suggest their ideas, novelties' and suggestion for solving of problems and improving of tasks or increasing of productions quality. (Ahanchi, 2008)

II. DISCUSSION

The aim of this research is that whit identifying of problem and suggestion system obstacles, consciously to solve these problems. Also Kermanshah province ministry of Education can reach to high aims regarding to organizing and managing of employees in cooperative management path and making collective decision and also to use of employee's creativity.

In fact suggestion system with attention to it^s results in different countries and organizations is a basic and fundamental change in departments.

With regard to slow trend of suggestion system^s execution in Kermanshah province ministry of education in 2008, per capita employees suggestion wa 0.023, while in other countries and developed companies , it is ten teams more than our country, and this show that suggestion system in department has not been excited effectively and has many obstacles. So the main problem in this research is that. Are there obstacles for execution? Hossain Yosefi khosroghi believes that execution of suggestion system in department effected by four factors that are: managing, systemic, raised from employees and cultural- structural. Survey of these four Factors is as following:

- 2.1. Managing obstacles of suggestion system:** managing styles of department styles of department with cooperative system, manager be live to suggestion system. Managing support of suggestion system, managers training about suggestion system, making a managing decision, manager's status, and manager's riskiness.
- 2.2. Systematic obstacle of suggestion system :** behavior of executive committee about of suggestion system's acceptance , suitable advertisements , on time payment reward to suggestion , exact surry of suggestion , executive rule , existence of efficient employees in executive committee , on time execution of approved suggestions.
- 2.3. Cultural- structural obstacles of suggestion system :** complexity of systemic duties that to limit suggestion's background , the lock of suitable situation of suggestion system in department , clarifying of suggestion system's aims for employees , the extent of department , deterring of employees duties , complexity , to be specialized and to monopolized of department activities and inattentive to managing and exporting education .
- 2.4. Employees' obstacles of suggestion system:** existence of sufficient information for suggesting of suitable suggestions, employees believe to effectiveness of suggestion system, employees awareness of suggestion system, existence of mutual trust between the employees, trending to cooperative work and cooperation in decisions, knowledgeable employees, employees attachment to department.

III. IMPORTANCE OF RESEARCH

This research with reqard to importance of cooperation and existence of good manpower in organizations, want to find obstacles that had limited this talent in salient in solving of problems, and also in classifying of them. Cooperation is a main key for manpower extension and cultural extension of manpower is a main goal and main factor force economic extension. So can say that man power cooperation is a motive force for economic extension but on the condition that manpower has been motivation, creativity and safety. (Ahanchi 2008) A successful suggestions system to be promoted by employees and to say that what make a good suggestion, because some of whatever that are suggestion, in face is employees' routine program. Departments know that employee's ideas and knowledge are valuable source and suggestions system is a good way for acquiring to this source. Also this system is aware extensive part of department that to encourage employees' systematic cooperation for solving of problems. In any department management is creating of motivation and providing of suitable environment for employees, in order to that be able to show their abilities. Establishment of suggestions system is one of the ways for manpower management and uses for maintenance of man reputation and work improvement (bayan ko.2006) The use of suggestions system refers to late of the 19 Th and 1880. the first suggestion system applied by general electric company in America at 1906, that was involved suggestions box in any part of company and employees to throw their practical suggestions in it , in order to production's improvement. In according to company's report that was published in 1968' the company was paid 14295387\$ to employees for their suggestions (247129 suggestions) Bright results of establishment of suggestions system in developed countries and even in some of Iranian companies is clear. Matsoshyta Company in Japan with receiving of six million suggestions in 1985. Had been acquired the first position in the world. In Iran kontorSazi Company has applied this system since 1989, and received 14940 suggestions in 1998, and performed 1196 suggestions.

After 1998 behalf Iran's parliament (establishment of suggestions of suggestions system)consider as the first stage in establishment of cooperative management, and wanted of all of executive organizations that provide necessary conditions for establishment of suggestions system and with regard to importance if employees cooperation in progress of efficiency and effectiveness of executive organizations and increasing of their ability and approval to take action for establishment if suggestions system(Management culture , 13

number). Kermanshah province Ministry of Education also , for taking personage ,solving of problem by manpower , profiting of mental creativity and employees abilities and also in according to Iran 's parliaments' letter in about of establishment of suggestions system in department established this system.

IV. QUESTION AND RESEARCH HYPOTHESIS

The main question in this research is what are the obstacles in Kerman shah province Ministry of Education? For to answer this question we described 5 hypotheses as follow:

The main hypothesis: Employee's obstacles are the main obstacle in establishment of suggestion system.

Second hypothesis: lack of exact survey, efficient employees in executive committee and nonpayment reward to suggestion are the most important systemic obstacle of establishment of suggestion system.

Third Hypothesis: Lack of managers risk ness, managers be live to suggestion system and conflict in managing methods are the most important managing obstacle of establishment of suggestions system.

Forth Hypothesis: the extent of department, complexity of systemic duties and inattentive to managing and exporting education are. The most important. Cultural obstacles of establishment of suggestions system.

Fifth hypothesis: lack of trend to cooperative work and cooperation in decisions are the most important obstacles in establishment of suggestions system.

4.1. Research Method

This research is descriptive – surveying. Because this research surveying the existing state of affairs known as descriptive research and because surveying the opinions by questionnaire known as surveying research . In this method a sample of employees to chose by kokaran model and then to survey it by use of questionnaire and were distributed among statistical sample.

4.2. Statistical society and Research sample

Statistical society is a some of favorite elements that have a special feature, that mean they have a same feature which to separate them of the others. (Azar and et.al 2002).

Our statistical society is 26550 employees that work in Kermanshah province Ministry of Education. Table 1 show:

Degree	Master of science	Bachelor	Upper Diploma	Diploma	Pre Diploma	total
number	2445	11142	8643	3774	536	26550

Sampling of statistical society was done in method that to make sure which sample is so city's agent In fact as much as sample can show the agency in the better form, we can generalize the results confidently. So we observed two conditions for sampling: to be enough of sample and the chose's chance for any people to be similar .In this research for sampling we used of casual sampling. first the sample volume calculated by use of kokaran method , then on the basis of distribution of statistical society among different degrees , we divide sample volume among them on the basis of kokaran method number of sample calculate as following:

$$n = \frac{NZ^2 \cdot p \cdot q}{Ne^2 + z^2 p \cdot q}$$

In this research trust co efficient was %95 (equal value with %95 trust coefficient is 1.96). Lawful error was %7, and with attention to non disposal to values' variance, the maximum of variance considered p=0.5. With substituting of above values in kokaran equation and chosen of 195 people as statically society, n calculate as follow

$$N = \frac{26550(1.96)^2 \cdot (0.5)(0.5)}{26550(\%7)^2 + (1.96)^2 \cdot (0.5)(0.5)} = 194.57 = 195$$

Above mentioned number divide between them in relation to degrees. Statistical sample with regard to degree's separation has been shown in table 2:

Table2: distribution of statistical society and chosen samples

Degree	Statistical society	Statistical sample
Pre_ diploma	536	4
Diploma	3774	30
Upper_ diploma	8643	59
Bachelor	11142	81
Master of dience	2445	21
total	26550	195

4.3. Data collecting tools

For data collecting we used of interview and questionnaire. With regard to answer about research and after study in theoretical subject and also to interview experts and masters in Kermanshah province ministry of education , we find the most important obstacles of establishment of suggestions system and also to identify the suitable bed for them, and on the basis of these information's designed a questionnaire that include 3 part: first part related to public questions of tester , in second part question had 5 choice and the list of obstacles(managing, employees, systemic and cultural obstacles) involved 28 questions and asked of tester that answered the questions With use of his experience and determined effectiveness of obstacles in establishment of suggestions system . in third part for knowing that is there suitable bed for establishment of suggestions system and employees that stated his ideas. For designed hypothesis test. There had many questions that some of them to near to reality and some of them was related to people views , for data collecting had been used of questionnaire, all of the questions were closed kind and on the has is of likrat standard.

Indicators	Values	First hypothesis	No
<ol style="list-style-type: none"> 1. lack of manager's believe to suggestions system 2. lack of management support of suggestions system 3. inattentive to managing and exerting education 4. managers anxieties of disorders in decisions 5. instability in managers status 6. lack of managers riskiness 7. con flict in managing methods with suggestion system 	Managing obstacles	Obstacles that raised from the employees are the most important obstacle in establishment of suggestions system	1
<ol style="list-style-type: none"> 1. discriminatory contact about suggestions system acceptance 2. lack of suitable advertisement about suggestions system 3. nonpayment reward to suggestioner 4. lack of exact survey about suggestions 5. weakness of regulations and executive rule 6. lack of efficient employees in executive committee 7. lack of exaction of paved suggestions 	Systemic obstacles		
<ol style="list-style-type: none"> 1- complexity of systemic duties that to limit suggestions back ground 2. the lack of suitable situation of suggestion system in department 3- Not clarify of suggestion system's aims for employees. 4- the extent of department 5- Lack of determid duties for employees 6- complexity, to be specialized and to be monopolized of department activities 7- Inattentive to managing and exerting education 	Cultural and structural obstacles		
<ol style="list-style-type: none"> 1- Lack of sufficient information for suggesting of suitable suggestions 2- Lack of employees 's believe to effectiveness of suggestion system 3- Lack of employees 's awareness of suggestions system 4- Lack of mutual trul between the employees 5- Lack of trending to cooperative work and cooperation in 	Employees 's obstacles		

Survey the Obstacles of Establishment of Suggestions System from Employee's View

decisions 6- Lack of knowledgeable employees 7- Lack of attachment to department			
--	--	--	--

Indicators	values	Second Hypothesis	No
1- Discriminatory contact about suggestion system acceptance 2. lack of suitable advertisement about suggestion system 3- Nonpayment reward to suggestioner 4- Lack of exact survey about suggestion 5- weakness of regulations and executive rule 6- Lack of efficient employees in executive committee 7- Lack of execution of approved suggestions.	Systemic obstacles	Lack of exact survey efficient employees in executive committee , and nonpayment reward to suggestioner are the most important systemic obstacles of establishment of suggestion system	2
Indicators	values	Third Hypothesis	3
1- lack of managers believe to suggestion system 2. lack of management support suggestion system 3- weakness of manager's Education in suggestion system 4- manager's anxieties of disorders in decisions. 5- weakness of regulations and executive rule 6- Lack of - manager's riskiness 7- conflict in managing methods with suggestion system.	Managing obstacles	Lack of managers riskiness , managers believe to suggestion and conflict in managing methods are the most important managing obstacles of establishment suggestions system	
Indicators	values	Forth Hypothesis	No
1- complexity of systemic duties that to limit suggestions back ground 2. lack of suitable situation of suggestion system in department 3- not clarify of suggestion system s aims for employees. 4- the extent of department 5- Lack of determid duties for employees 6- complexity, to be specialized and to be monopolized of department activities 7- Inattentive to managing and experting education	Cultural and structural obstacles	The extent of department, complexity of systemic duties and in attentive to managing and experting education are the most important managing obstacle of establishment of suggestion system	4
Indicators	values	Fifth Hypothesis	
1- Lack of sufficient information for suggesting of suitable suggestions 2- Lack of employees 's believe to effectiveness of suggestion system 3- Lack of employees 's awareness of suggestions system 4- Lack of mutual trust between the employees 5- Lack of trending to cooperative work and cooperation in decisions 6- Lack of knowledgeable employee's 7- Lack of attachment	Employees 's obstacles	Lack of trend to cooperative work and cooperation indecision are the most important obstacles in establishment of suggestion system	5

V. STATISTICAL METHOD FOR ANALYZING OF DATA

In this research had been used of freed man test, and also had been used of graphs, mean, standard deviation, spss program and etc.

5.1. Freed man test

When data that related to regular sample of group k be in serial scale, is using of freedman test for analysis of mutual variance. We used of this test for measuring, and we there group haven't different or not. First data divides in a table ha n range and k column. Ranges are a index for testers and columns are a index for different choices. Freedman test determined that wither volume result (Rib(s)) have different meaningless or not. For using of this test calculates a statistical value that freedman show it byx. When the number of ranges and column be large can show that x has a distribution which is equal with k-2 and degree of d.f=k-1.

$$|R_j - R_i| \sqrt{t_i} \sim \left[\frac{2N(A2B2)}{(N-1)(K-1)} \right]$$

If freedman test led to rejection of equality of choices classification, can use of below method for comparing of choices- I and j are different if:

$$|R_j - R_i| \sqrt{t_i} \sim \frac{\alpha}{2} \frac{2N(A2B2)}{(N-1)(K-1)}$$

That: Rand R are total of given classification in I and j choices.

$$A = \sum \sum [R(x)]$$

A² and B² are:

$$B^2 = \frac{1}{B} \sum R_j$$

VI. ANALYSIS

The main question in this research was «what are the most important obstacles of establishment of suggestions system in Kermanshah province ministry of education?

For answering to this question, was used statistical view about 4 main obstacles of establishment of suggestions system.

Deductive statistic parametric test:

Test's test a many 4 obstacles of establishment of suggestions system.

Table3: results of t test T about 4 obstacles

degree of freedom	Amount of t	Standard error mean	Standard Deviation	Mean	Number	obstacles
185	5.7906	0.47488	1.15119	3.45	186	Managing
185	4.5903	0.4870	1.14396	3.25	186	Systemic
185	4.4872	0.54577	1.13521	3.14	186	Structural -cultural
185	5.9132	0.03953	1.15134	3.50	186	Vision from employees

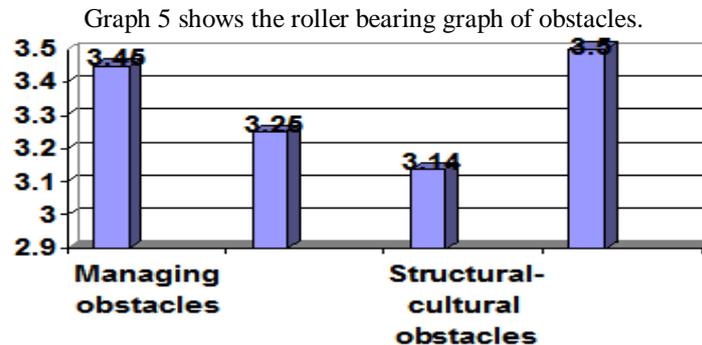
Surveying of 4 obstacles shows that obstacles that raising form employees with 3.50 mean are in the first position, managing obstacles with 3.45 mean are in second position, systemic obstacles with 3.25 mean are in third position, and structural- Cultural Obstacles with 3.14 Mean Are In Forth Position.

Table4: results of obstacles

no	Systemic obstacles of suggestions system	mean	Total
1	Managing obstacles	3.45	24.15
2	Systemic obstacles	3.25	22.75
3	Structural-cultural obstacles	3.14	21.98
4	Employee's obstacles	3.50	24.50

The table shows that among 4 obstacles of establishment of suggestions system:

1. obstacles that raising from employees are the most main obstacles
2. managing obstacles are in second position
3. systemic obstacles and calls and cultural structural obstacles are in next positions



for that can generalize above result to statistical society or in other word see wet her there is any meaning full different between obstacles mean or not had been used of radiance analysis test , with attention to similarity of samples in 4 groups(managing, systemic, employees and structural obstacles) didn't same variance test

Table 6: data analysis test related to obstacles of establishment of suggestion system

Meaning full level	F	Square of mean	Degree of freedom	Total of squares	
000.0	3.10	506.4	3	518.13	Among the groups
		450.0	20.6	282.279	Inter the groups
			23.6	800.292	total

As shows in table 13suggestion4, calculated F is $1\% = \alpha, 3.10$

Suggestions system is meaning full and can generalize results mean to statistical society, so can claimed with 99% trust coefficient that employees obstacles with 3system50 mean are the west important obstacles and then managing obstacles with 3/45 mean is in the next position and structural- cultural obstacles and systemic obstacles are in the next positions

6.1. Analysis of statistical data and guess test

In this section we confirmed or refused these hypotheses by use of statistical methods.

6.1.1. Test of first hypothesis

The main hypothesis (1): obstacles that raising from employees are the main obstacles in establishment of suggestions system. For confirmation or refusal of first hypothesis has been accepted with 0.95 percent and order of effectiveness is as follow in table 7, So first hypothesis to be confirmed (H1), (refuse of hypothesis H0).

Table 7: The main hypothesis

Degree	Reason
First	Employees' obstacles
Second	Managing obstacles
Third	Systemic obstacles
Forth	Structural - cultural obstacles

6.1.2. Test of Second hypothesis

Second hypothesis: lack of exact survey , efficient employees in excaudate committee and nonpayment reward to suggestion are the most important systemic obstacles of establishment of suggestion system .

For confirmation or refusal of Second hypothesis used of 8-14 questions of freedman test. Summary of calculations and test shown in table 8:

Table 8: Second hypothesis

Degree	Reason
First	Lack of exact survey and on time for suggestions
Second	Lack of efficient employees iv executive committee
Third	Nonpayment reward to suggestions
Forth	Lack of doing of approved suggestions
Fifth	Discriminatory contact (executive committee) about acceptance of suggestions
Sixth	Lack of suitable advert semen's
seventh	Weakness of regulations and executive order

Freedman test show that. lack of exact survey , efficient employees in executive committee and nonpayment reward to suggestioners are the most systemic obstacles and trust level for them is %99 , so this hypothesis to be confirmed (H1),
(Refuse of hypothesis H0).

6.1.3. Test of Third Hypothesis

Third Hypothesis: Lack of managers riskiness , managers believe to suggestions system and conflict in managing methods are the most managing obstacles of establishment of suggestions system for confirmation or refusal of third hypothesis used of 1-7 question of freedman test . Summary of calculations and test shown in table 9

Table 9: Third Hypothesis

Degree	Reason
First	Lack of managers riskiness
Second	Conflict in managing obstacles with cooperative management
Third	Lack of managers believe to suggestions system
Forth	Weakness of managers education abut suggestions system
Fifth	Worries of managers of disorders in decisions
Sixth	Lack of managing support of suggestions system
seventh	Instability in managers status

Freedman test show that: lack of managers riskiness. Conflict in managing method and lack of managers believe to suggestion system with 99% trust level are the most important managing obstacle, of establishment of suggestions system. So the hypothesis H1 to be confirmed (refuse of hypothesis H0)

6.1.4. Test of forth hypothesis

Forth hypothesis: the extent of department, complexity of systemic duties and in attentive to managing and exerting education are the most import cultural obstacles of establishment of suggestion system for confirmation or refusal of this hypothesis used of 15-21 question of freedman test . Summary of calculations has been shown in table 10.

Table 10: Forth hypothesis

Degree	Reason
First	The extent of department
Second	Complexity of systemic duties that to limit suggestion`s background
Third	Inattentive to managing and exerting education
Forth	Not be clear of aims of suggestion system for employees
Fifth	Complexity and specialty and monopolizing of department`s activities
Sixth	Lack of determined explanation for duties and unclear duties for employees
seventh	Lack of suitable place of suggestion system for employees .

Freedman test show that : the extent of department, complexity of systemic duties and inattentive to managing and exerting education whit 99% trust level are the most important cultural – structural obstacles of establishment of suggestion system , so the hypothesis H1 to be confirmed (refuse of hypothesis H0) .

6.1.5. Test of fifth hypothesis Fifth hypothesis: lack of trend to cooperative work and cooperation in making Decisions are the most important obstacles that is rising from the employees for confirmation or refusal of hypothesis used of 22 – 28 question of freedman test. Summary of calculations has been shown in table 11.

Table 11: Fifth hypothesis

Degree	Reason
First	Lack of sufficient information for suggests of table suggestions.
Second	Lack of trend to cooperative work and cooperation in making decisions.
Third	Pessimism and non trust of employees to effectiveness of suggestions system
Forth	Lack of knowledge about suggestions system in employees
Fifth	Existence of pessimism and lack of mutual trust between the employees
Sixth	Lack of affection of employees to department
seventh	Lack of technical knowledge in employees

Freedman test show that: lack of trend to cooperative work and cooperation in making decisions is not main obstacle that is rising from employees and is second obstacle that is raising from employees and so this hypothesis to be refused, and (H0) hypothesis to be confirmed.

VII. IMPORTANT RESULTS OF RESEARCH

In this research obstacles of establishment of suggestion system were survived from 4 sides that mean: managing, systemic, structural cultural and employees' obstacles, and important result of research is follow:

1. In the basis of views of statistical society, the most important obstacles in department are rising from employees and to be confirmed as first hypothesis and managing, systemic and structural - cultural obstacles are in the next degrees.
2. In systemic obstacles group, the most obstacles are: lack of exact survey efficient employees in active committee and nonpayment reward to suggestion in this group second hypothesis to be confirmed.
3. In managing obstacles group the most obstacles are: lack of managers riskiness, manager's, believe to suggestions system and conflict in managing methods, so the third hypothesis to be confirmed.
4. In structural -cultural obstacles group the most obstacles are: the extent of department, complexity of systemic duties that to limit suggestions back ground and inattentive to managing and exerting education, so the forth hypothesis to be confirmed.
5. In obstacles that are rising from employees the most obstacles are: lack of sufficient information for suitable suggestions and lack of trend to cooperative so the fifth hypothesis to be refused.
6. 41.22 percent of people of statistical sample are agreeable and very agreeable whit existence of suitable bed in department for effective establishment of suggestion system, and about 36.3 percent of people believe that this atmosphere has not been established in department generally systemic bed for establishment of suggestion system is in medium level.
7. for any of 5 hypothesis hypothesizes by use of statistical methods and test , bed been confirmed first , second third and forth hypothesizes and fifth hypothesis had been refused , the results shown in table 12 .

Table 12: The result of assumption test hypothesis

hypothesis	The result of assumption test	
	Confirmation H0	Refusal H0
First		*
Second		*
Third		*
Forth		*
Fifth	*	

VIII. CONCLUSION

Generally acquired results of data analysis show that use of cooperative management (suggestions system) in Kermanshah province ministry of education will have important role in department. on the basis of finding s, for enjoyment of suggestions system advantages it is necessary that managers to be familiar whit suggestions system advantages via suitable learning, for this purpose that manager to come to believe to

suggestions system and supports of it . In some of department established suggestions system impersonal and collective suggestions and groups for problem solution had been determined over than 200 hours learning and it is necessary, members of making decisions committee, executive clerk, experts, employees, members of suggesting group, and members of group for problem solution , to learn these learning . Whereas collective decisions. will increase of employees, which whit to respect to their personality and providing of suitable conditions for showing of their abilities and their talents, these aims to be carry .

One of the most important factors of resistance against changes and systemic decisions in employees is lack of knowledge about making a decision process and they fell that they haven't effect and role in department so establishment of methods and suitable ways on behalf of managers that to increase their knowledge. Can be effective in deceasing of resistance. Suggestions system can be effective role in educational departments, and generally findings of this research show that suggestions system has been effective in Kermanshah province ministry of education but employees' satisfaction of establishment of wasn't, so it is necessary that manager have believe to suggestions system and whit omission of Borocratic culture, try that to replace it's by a worthy system and to increase managers riskiness and to them and planning. It is necessary that to improve, communication clearing of aims and duties in department, education of people, rotator information system and exact survey, because this factors to increase success, degree of suggestions system. Whit regard to extent of cooperative system in this research we survived only suggestions system of inters systemic obstacles. Comparing of these results show that finding of these research are same whit previous studies.

IX. SUGGESTIONS

On the basis of finding of this research in establishment of suggestions system in Kermanshah province ministry of education the below suggestions to offer:

1. For omission of structural-cultural obstacles suggests, with regard to people`s application, to from a suitable structure for suggestion system by use of fulltime employees, and to predict suggestion system in secretarial.
2. Suggested that information system will be fined formation different parts of department to offer to employees. This information to be offer to employees by establishment of working team.
3. The promotion of collective worked in department via establishment of motivation and trust atmosphere and establishment of working team.
4. Distribution of suggestion results that employees offered and publication of saving results and vast advertisements.
5. For suggestions' satisfaction and understanding of suggestions to be use of internal and external experts, to be attention to forming of exerting team and to be try that to survey suggestion in exerting group
6. The results of research show that lack of efficient employees in suggestions system committee to cause that system to be inefficient and be suggested that established learning course for committee and experts.
7. To be offer that bodies to participate in seminars for acquiring of new ideas.
8. To be offer that rewards for approved suggestions be pay on time.
9. Duties, positions to be clear and define so that employees know their duties.
10. For rein forcing of managers. Employees and experts, should beaten tin
11. In seminars and meetings, to be offer suitable suggestions for manager`s so that to increase managers riskiness and to thank of suggestioners.
12. For institutionalizing and establishing of suitable bed it is necessary the management and to replace other managing methods. 1
13. For establishment of suitable bed for manager`s support of suggestions system, can establish educational backgrounds and to encourage manager`s that applying cooperative management. This is one of the most important items in suggestions system and manager`s should establish it in department and to increase manager`s believe.

REFERENCES

- 1) Ahanchi, M. (2008). Strategic management. Dastan publication. First Edition. Tehran. IRAN.
- 2) Ahangari, S. & Amirzadeh, S. (2011). Exploring the Teachers' Use of Spoken Corrective Feedback in Teaching Iranian EFL Learners at Different Levels of Proficiency. *Procedia - Social and Behavioral Sciences*, 29, 1859-1868.
- 3) Amazonian, M. R. (2000). Surviving of effects of establishment of cooperation managements system. *Management knowledge Journal*. N 49: 23-32
- 4) Anderson, C.R. (2004). *Management: Skills, Function, and Organization Performance*, 2nd ed., Boston: Allyn and Ban Com.
- 5) Atwater, L.E., & Brett, J.F. (2005). Antecedents and consequences of reactions to developmental 360° feedback. *Journal of Vocational Behavior*, 66(3), 532-548.
- 6) Azar, A. (2003). Research method pamphlet. Electricity College. Tehran. IRAN.
- 7) Darker, P. (2005). *Management Challenges in 21 century*. Translated by Toloua, M. Cultural services. Tehran. IRAN.

- 8) Doostar, M. (2000). Thesis M.A. Surveying of role employee's cooperation in strategic decisions of Iran khodroo Diesel managers. Management College. Tehran University. IRAN.
- 9) GAO, L. Janssen. O. & Shi, K. (2011). Leader trust and employee voice: The moderating role of empowering leader behaviors. *The Leadership Quarterly*, 22(4), 787-798.
- 10) Ghasemi, M. R. (2004). Thesis M.A. Surveying of effects of establishment of cooperative management in Water and sewage department of Khuzestan province. Management education Institute College. Khuzestan. IRAN.
- 11) Heresy, P. & Blanchard, K. (2001). *Management of organization. Behavior: Utilizing Human Resource*. New York, Prentice – Hall International Edition, Fifth Edition.
- 12) Hersy, p. C. (2006). *Systemic behavior management*. Translated by Alaghe Band, A. Amir Kabir publication. Tehran. IRAN.
- 13) Hossaini, N. (2005). Thesis M.A. Surveying of effect of establish meant of suggestions system on employees act in financial and administrative assistance. Of Iran communications, Management college of Tehran. IRAN.
- 14) Imai, M. (2002). *Kaizen: the Key to Japan's Competitive Success*. Random House business division, New York.
- 15) Iran Nejad, farizi. M. (2006). *Research methods in social science*. Modiran publication. Tehran. IRAN.
- 16) Jun, M., CAI, S. & Shin, H. (2006). TQM practice in maquiladora: Antecedents of employee satisfaction and loyalty. *Journal of Operations Management*, 24(6), 791-812.
- 17) Karimi, H. R. (2001). Thesis M.A. Surveying of effect of establishment of cooperative management system via employees suggestions system on increasing of profiles in electricity department of Fars province. Shiraz University. Shiraz. IRAN.
- 18) Milner, E., Kinnell, M. & Usher wood, B. (1995). Employee Suggestion Schemes: a management tool for the 1990s? *Library Management*, 16(3), 3-8.
- 19) Mohammad Ali poor, A. A.(2005) Thesis M.A. Surveying of obstacles of establishment of cooperative suggestions system in Qom Industries. Tehran. IRAN.
- 20) Pirayesh, R., Niazi, R. & Ahmad khani, A. (2012). Investigating the effective factors on management internal controls applying. *Management Science Letters*, 2(4), 1203-1208.
- 21) Plonket, L. (2003). *Cooperation management*. Translated by Tosee, M. A. Governmental management's publication. Tehran. IRAN.
- 22) Rabinz, E, B. (2005). *Systemic behavior*. Translated by parsian, A. & Earabi, M. cultural researches publication. Tehran. IRAN.
- 23) Rahnemood, F. (2001). *Evaluating of suggestion system in Iran governmental section*. Governmental managements center publication. A report of second national meeting of cooperative managements system. Tehran. IRAN.
- 24) Recht, R. & Wilderom, C. (1998). Kaizen and culture: on the transferability of Japanese suggestion systems. *International Business Review*, 7(1), 7-22.
- 25) Richard, L. D. (2006). *Departments theory and desing*. Translated by parsian, A. & Earabi, M. cultural researches publication. Tehran. IRAN.
- 26) Shaykh Mohammadi, M. (2000). Thesis M.A. Necessities of suggestions system for effectiveness. Esfahan's Industrial University. Industries Engineer College. Esfahan. IRAN.
- 27) Sohrabi, A. (2006). Thesis M.A. Survey and knowledge of challenges of establishments of suggestions system in Iran governmental departments. Qom. IRAN.
- 28) Vakil Alroaia, Y. & Najafi, Z. (2012). Performance measurement of employee using an integrated360° feedback system and AHP method: A case study of municipality. *Management Science Letters*, 2(5), 1655-1660.
- 29) Wood, J., Collins, J., Burnside, E.S., Albanese, M.A., Propeck, P.A., Kelcz, F., Spilde, J.M., & Schmaltz, L.M. (2004). Patient, faculty, and self-assessment of radiology resident performance: A360-degree method of measuring professionalism and interpersonal /communication skills. *Academic Radiology*, 11(8), 931-939.
- 30) Yi, Y., Natarajan, R., Gong, T. (2011). Customer participation and citizenship behavioral influences on employee performance, satisfaction, commitment, and turnover intention. *Journal of Business Research*, 64(1), 87-95
- 31) Yosefi, kh. H. (2004). Thesis M.A. Knowing of systemic obstacles or suggestions system of employees s view in electricity department of Azerbaijan. Tehran. IRAN.