

The survey of relationship between administrative automation and effectiveness of the organization in the Rafsanjan University of medical sciences

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Abstract: Organizational effectiveness is very important for reaching organizational success. With respect to increasing speed of changes in organizations, managers are seeking ways to increase organizational effectiveness, through it; they can reach to competitive advantage and economic profit. To recognize factors affecting on organizational effectiveness is very important. This research investigates the relation between administrative automation and organizational effectiveness in the Rafsanjan university of Medical sciences. The statistical sample of this research was consisted of the employees of Rafsanjan university of Medical sciences, 310 people had chosen as sample according to Kokeran formula. Our measurement tools were two questionnaires: administrative automation and organizational effectiveness that respectively the validity of these questionnaires was 0.85 and 0/84 and the reliability was 0.902 and 0.949. The data from statistical sample analyzed by SPSS software and with using descriptive statistics including: average, Middling, abundance tables and different diagrams and also illative statistic Test like: Cendal and Pearson Test. According to results of correlation coefficient between administrative automation and organizational effectiveness, by Cendal method is 0.25 and by spearman method is 0.28 that shows there is relation between administrative automation and organizational effectiveness. Amount of Correlation coefficient between automation service tools and organizational effectiveness by Cendal method is 0.36 and by Pearson method is 0.41 that shows there is significant and direct relation between automation services tools and organizational effectiveness. Also amount of Correlation coefficient between administrative automation services and organizational effectiveness by Cendal is %20 and by Pearson method is %21, that based on this we cannot claim, there is a significant and direct relation between administrative automation services and organizational effectiveness. According to these findings, suggested that Rafsanjan University of Medical Sciences must pay attention to more using the automation services tools and administrative automation services.

Key words: Administrative automation; Organizational effectiveness; Rafsanjan University of Medical Sciences

1. Introduction

In the recent two decades, the global attention more than past has been focused on efficiency reduction factors.

Researchers had more attention to creativity, innovation and mechanizing affairs as Research and Development factors among many agents that had been raised as efficiency process factors, to stop the efficiency reduction and to propel them to increment (Alam, Tabrizi, 1372). In other hand, a wide range using computer in doing administrative works and also considering the overall advancement existing in communication technology, and also According to role and effect of them, to reduce the wasting time coefficient, energy, and the cost of doing works, with increasing the accuracy and correctness of operations and since the changes in organizations is new, it needs a serious effort and attention in analyzing the effects of these kinds of technology in the micro (organization) and macro (society) levels. The necessity of administrative activities at

minimum possible time, and with the maximum rate of velocity and accuracy, and by the safest and the last existing technology, economically has a considerable saving. Hence it induces all the managers, to use administrative automation system for integration and regularizing their office, and widely providing the possibility of transferring information.

Today in important discussions of country like Takfa plan and administrative development plan, governmental managers, are seriously try to guide the country from traditional space to environment based on information society (IBS) and information managing (MIS) and the educational system by the capabilities of information technology, administrative, scientific and educational system.

The new world, is a reborn word, the world that information is the top power in it and powers and other capabilities arise from the region of economic, science and culture. Hence the UNESCO decides to suggest that the right of accessibility to information as one of other human rights is considered. The decisions of UNESCO not only report the born of a new word but also consists a new definition of

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human and human rights. In this small village, the developed human, is the human that have accessibility to the information, and the success managers is those managers that understand the existing space, and coordinate themselves with today's technology by addition to save the sources by the capabilities of this environment (Mohamaddiyan, 1389).

2. Theoretical Principles of Research

The functions of theory are variable in research, but one of the most important functions of scientific theory is that the research organizes its inquiry with reference to theories. Without any theory and codification of theoretical framework, the research has no specific direction. It means that the scientific theories are the scientific and theoretical guidance of researcher, and by determining the theoretical frameworks, the basis of the other different theories will be provided, and supports the scientific works, and at least the validity of the theories will be analyzed to explain the legitimacy of human's behaviors and social life in the region of time and place (Khatial 1384).

The effect of automation in the first step is to replace the capital with the Work force. for example by a seller from information of a basis computer, like a scanner in a market for reducing the time of information processing. The effect of advanced information is to guide staffs and managers for decision making. as a sample, on above examples, information from the selling system prepare the possibility of controlling items. The effect of changing is earned when institution decides reengineering its process to earn the higher function. On above example, institution redesigns its supply chain by the managing system of supply chain that the selling system has major role in it. In this field, information technology as a powerful and special technology provided that can have specific effects on cost of economic activities coordination within and between organizations (Saraafi Zadeh, 1383).

Information managing system (MIS), is a combinatorial system that provides information for supporting, planning, and controlling organization management. MIS helps to do management activities and decision making about internal and external operations of institution by past and present information (Alsen and Ludwen, 1382).

Qualitative and quantitative analyzes of a good information manager system is that help managers to make their decisions. Since the information is a power factor for management, so a powerful manager is a person who has correct information about environmental phenomena, and efficiently uses these tools in order to organizational goals (Momeni, 1372).

Administrative automation is for increment of efficiency. When administrative automation has been used as a tool for solving the problems, it helps managers having better communications together

for solving the problems. Information efficiency led to both better and faster decisions (Macloyd, 1378).

Major term of information used in solving problems, provided from individual communications.

Manager and staffs of information should look at administrative automation as complementary tools for these individual communications.

Effectiveness is defined as varied forms and different views are provided for testing it and some expert provides different models from it. Generally traditional approaches for testing the effectiveness are: approach based on goal, approach based on supplying the system sources and approach based on internal process (Al Deft, translated by Parsiyan and Arabi 1380).

While the recent effectiveness approaches in practice consist: approach based on satisfaction of stakeholder groups and approaches based on competitive values, are more focused to earn the satisfaction of stakeholder groups.

In organizational effectiveness, eight models are used:

1. Flexibility (OFM): is able to adapt with changes in specific conditions.
2. Attracting resources (OFE): is able to Gain external support and developing the work force
3. Planning (OCM): goals are clear and understandable.
4. Efficiency (OCE): collection of obtained value is high, and ratio between obtained and given values is high.
5. Accessibility to information (PCM): communication channels, improves human knowledge about their work.
6. Stability (PCE): feeling of discipline, continuity and organizational uniform operations.
7. Consistent work force (PFM): trust, respecting employees, and working well.
8. Professional work force (PFE): the employees have necessary learnings and skills for doing works well (Robins, translated by Alvani and Danaii Fard, 1381).

It should be noted that in analyzed variable in this research, Saraafi Zadeh and Ali Panahi (1380:245) believe that indirect benefits by administrative automation, is effectiveness increment in doing some specific works. In other hand by mechanizing the office, its effect on organization is:

1. Using work force in order to decrease employees, or individual efficiency increment.
2. Better time usage in order to more efficiency.
3. Better quality of managing by better decision making
4. Efficiency increment by better employee's operations
5. More effectiveness by the existing information in organization environment

In fact, main reasons that bring managers to information managing system are:

1. Information explosion and to not supplying the appropriate information for decision making.

2. Fast development of changes.
3. Development in complexity of managing.
4. Independence of different organizational units.
5. Improving the efficiency (effectiveness).
6. Manager's high work.
7. Existence of an inappropriate communications in organization.
8. To not exist appropriate control system in organization

Automatic service tools, are electronic tools that used by human in order to appropriate efficiency of data (Yang et al., 2007). According to Goodman and Ping (1979), organizational effectiveness, is affected by four kinds of basic variables. It is sometimes under the control of manager. one of them, is organizational feature such as technology and structure.

Automatic administrative services, are applications of electronic and electro mechanic tools

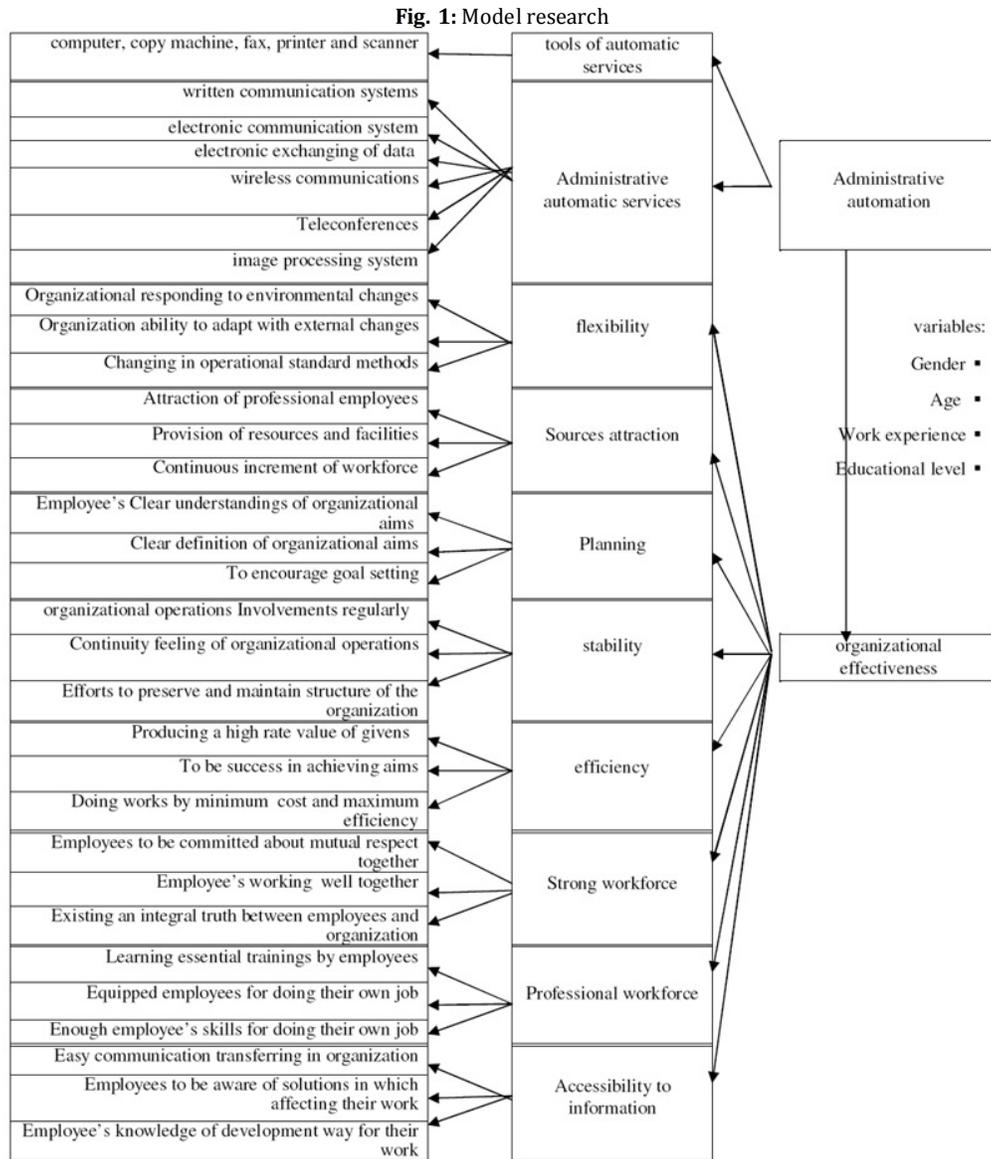
that accomplished by aim of efficiency increment (McLeod and Jones, 1987).

All the above contents, in addition to describe the relation between two analyzed variables, set as a basic of research's work.

3. Analytical model for research

Analytical model, researcher's guidance in collecting and analyzing data Derived from experiment and observation. Analytical model acts like a hinge that joints the researcher's theoretical plan with its later work. That is observation and analyzing the information (Keyvi and Komphond, 1375).

According to explained contents, Analytical model of research is designed as Fig. 1.



4. Research hypotheses

Major hypotheses:

There is a relation between administrative automation and rate of organizational effectiveness in the Rafsanjan University of Medical Sciences.

Minor hypotheses:

1. There is a relation between tools of automatic services and rate of organizational effectiveness in the Rafsanjan University of Medical Sciences.
2. There is a relation between automatic services and rate of organizational effectiveness in the Rafsanjan University of Medical Sciences.
3. There is a relation between administrative automation and rate of organizational effectiveness according to variables of gender, work experience and education in the Rafsanjan University of Medical Sciences.

5. Methodology of research

In fact, method of choosing research is depending on nature of the subject and aims of research. So according to the present subject, that is: The survey of relationship between administrative automation and effectiveness of organization in the Rafsanjan University of Medical Sciences. The method of research is descriptive and correlation.

The aim of descriptive research is to describe objectively, really and regularly the Specifications of a subject. It means that everything presented without any Interference (Naderi and Seyf Naraaghi, 1381).

Correlation is relation between two or more groups of variables. Degree of this relationship was described by correlation coefficient (John Best, translated by Pasha Sharifi and Taleghani).

Statistical population in this research is the employees of Rafsanjan University of Medical Sciences that are 1585 persons. It should be noted that the meaning of statistical population is all of the persons that we want to analyze a subject about them. So, statistical population in this research is a group of formal and informal employees of Rafsanjan University of Medical Sciences that has accessibility to administrative automation.

As at this research, Rafsanjan University of Medical Sciences has been divided to 11 separated groups, and all of them (1585 persons) have not the same employees, each unit should share equally in samples that the Statistical population contributes. For detecting the sample value by Cochran formulation, 310 persons had been chosen. We use sampling by a stratified random method related to size of category. The method of sampling is done as

$$n = \frac{NZ_{\alpha}^2 p(1-p)}{\varepsilon^2(N-1) + Z_{\alpha}^2 p(1-p)}$$

$$n = \frac{15 \times (1.96)^2 \times 0.5 \times 0.5}{((0.05)^2 \times (1585 - 1)) + ((1.96)^2 \times 0.5 \times 0.5)}$$

$$= \frac{1523.234}{4.9204} = 309.575$$

n : total value of sample

N : total value of soceity

n_i : sample value in n^{th} floor

N_i : value of n^{th} floor

$$n_i = \frac{N_i}{N} n$$

The sample values of employees in each unit are accounted according to above formulations that determined in next page tables.

In this research, according to collect the information, two questionnaires have been adjusted:

A- First questionnaire: this questionnaire is related to administrative automation that has 15 questions (appendix number 2). From 15 questions about administrative automation, 5 questions are related to tools of automatic services and 10 questions are also related to automatic services. Each question has 7 choices, that rating the questions is formed below:

very much, score 7, much, score 6, rarely much, score 5, moderate, score 4, low, score 3, very low, score 2 and never, score 1.

The validation of questionnaire means that, the measuring instrument has an ability to measure desired features, and the credit means that the observed scores in each different periods have a high correlation (Khaki 1384 page 288).

In this research, both questionnaires have been validated by 5 persons of professor. The validation of administrative automation questionnaire was 0.88 and the validation of organizational effectiveness questionnaire was 0.84. Also for validating the questionnaires, we use retesting method that both questionnaires during two times and distance of ten days between ten participants have been supplied and collected, and the correlation of scores has been formulated. The validation of administrative automation questionnaire was 0.902 and the validation of organizational effectiveness questionnaire was 0.949.

H0: there is no linear relation between administrative automation and organizational effectiveness.

H1: there is a linear relation between administrative automation and organizational effectiveness.

H0: there is no linear relation between the tools of automatic services and organizational effectiveness.

H1: there is a linear relation between the tools of automatic services and organizational effectiveness.

H0: there is no linear relation between administrative automatic services and organizational effectiveness.

H1: there is a linear relation between administrative automatic services and organizational effectiveness.

According to earned P-value in both test (0.000) which is lower than significant level (0.05), so zero assumption is rejected and we can claim that there is a significant linear relation between administrative automation and organizational effectiveness variables. That according to positive coefficients (0.28, 0.25), a direct relation between administrative automation and organizational effectiveness is observed. In other hand we expect that the rates of effectiveness for employees increases when the tools of administrative and automatic services are used in organizations.

According to earned P-value in both test (0.000) which is lower than significant level (0.05), so zero

assumption is rejected and we can claim that there is a significant linear relation between tools of automatic services and organizational effectiveness variables. That according to positive coefficients (0.41, 0.37), a direct relation between administrative automation and organizational effectiveness is observed. In other hand we expect that the rates of effectiveness for employees increases when the tools of automatic services are used in organizations.

According to earned P-value in both test (0.70, 0.68) which is higher than significant level (0.05), so zero assumption is not rejected and we cannot claim that there is a significant linear relation between administrative automatic services and organizational effectiveness variables.

Table 1: Organizational effectiveness

organizational effectiveness		administrative automation	tools of automatic services	administrative automatic services
	Cendal correlation coefficient	0/25	0/36	0/020
	p-value	0/000	0/000	0/68
	Spearman correlation coefficients	0/28	0/41	0/021
	p-value	0/000	0/000	0/70

6. Analyzing three variable linear log of administrative automation, effectiveness and gender

In this part, for analyzing the mutual three variable communications of administrative Automation, effectiveness, and gender satisfaction, we analyze the linear log. In nether adaptive table, the formation of three variables in considered groups are shown (Table 4-13).

According to nether table, we can observe that the p-value of one, Binary and ternary effects, is lower than significant level (0.05), so in this model the effects of ternary is observed (table 4-33). (A= administrative automation, B= effectiveness, C= gender)

Table 2: the adaptive table of administrative automation, effectiveness and gender

Gender	effectiveness	administrative automation		
		Low	Medium	High
Male	Low	8	2	4
	Medium	2	43	23
	High	15	7	50
Female	Low	5	3	8
	Medium	8	23	22
	High	5	6	78

Table 3: Statistical calculations

p-value	Statistic G^2	Degrees of freedom	K
0.01	11.85	4	3
0.000	119.86	12	2
0.000	323.95	17	1

For analyzing the Independence of two major variables, on the stable condition for AC, BC, also by analyzing the earned value (0.000, 105.001) shows that p employee's gender, according to test Statistic and $A \perp B | C$ the nether assumption is rejected in significant level (0.05) so at least in one of the gender levels, there is significant relation between two variables. For analyzing the rate of existing linear relation, the correlation test has been done at gender levels.

Table 4: the correlation coefficient calculation of administrative automation and effectiveness in gender levels

Gender	Cendal	p-value	Spearman	p-value	Abundance
Male	0.21	0.002	0.22	0.005	154
Female	0.27	0.000	0.30	0.000	158

According to observed p-value in both Cendal and Spearman tests, we can see a significant relation between administrative automation and effectiveness according to gender variable. Also according to correlation coefficients, the higher value of correlation between two administrative automation and effectiveness variables is shown in female groups.

7. Analyzing three variable linear log of administrative automation, effectiveness and education

In this part, for analyzing the mutual three variable communications of administrative Automation, effectiveness, and education satisfaction, we analyze the linear log. In nether adaptive table, the formation of three variables in considered groups are shown (Table 4-13).

Table 5: the adaptive table of administrative automation, effectiveness and education

Education	effectiveness	administrative automation		
		Low	Medium	High
Lower than Bachelor	Low	9	1	6
	Medium	6	30	19
	High	7	7	57
Bachelor and more	Low	4	4	6
	Medium	4	36	26
	High	13	6	71

According to nether table, we can observe that the p-value of one and Binary effects, is lower than significant level (0.05), so in this model the effects of one and Binary is observed (table 4-36). (A= administrative automation, B= effectiveness, E= Education).

Table 6: Statistical calculations

p-value	Statistic G^2	Degrees of freedom	K
0.22	5/65	4	3
0.000	103/007	12	2
0.000	309/56	17	1

For analyzing the Independence of two major variables, on the stable condition for AE, BE, also analyzing the earned value (0.000, 101.48) shows that p employee's education, according to test Statistic and $A \perp B | E$ the nether assumption is rejected in significant level (0.05) so at least in one of the education levels, there is significant relation between two variables. For analyzing the rate of existing linear relation, the correlation test has been done at two education levels.

Table 7: the correlation coefficient calculation of administrative automation and effectiveness in education levels

Education	Cendal	P-value	Spearman	p-value	Abundance
Lower than Bachelor	0.27	0.00	0.30	0.00	142
Bachelor and more	0.24	0.00	0.26	0.00	170

According to observed p-value in both Cendal and Spearman tests, we can see a significant relation between administrative automation and effectiveness according to education variable. Also according to correlation coefficients, the higher value of correlation between two administrative automation and effectiveness variables is shown in lower than bachelor groups.

8. Analyzing three variable linear log of administrative automation, effectiveness and age

In this part, for analyzing the mutual three variable communications of administrative Automation, effectiveness, and age satisfaction, we analyze the linear log. In nether adaptive table, the formation of three variables in considered groups are shown (Table 4-13).

Table 8: the adaptive table of administrative automation, effectiveness and age

Age	effectiveness	administrative automation		
		Low	Medium	High
Lower than 30 years old	Low	1	1	1
	Medium	3	7	3
	High	3	3	3
31 to 40 years old	Low	7	2	7
	Medium	7	19	7
	High	12	7	12
Higher than 40 years old	Low	5	2	5
	Medium	0	40	0
	High	5	3	5

According to nether table, we can observe that the p-value of one, Binary and ternary effects, is lower than significant level (0.05), so in this model the effects of ternary is observed (table 4-39). (A= administrative automation, B= effectiveness, S= age).

Table 9: Statistical calculations

p-value	Statistic G^2	Degrees of freedom	K
0/02	17/28	8	3
0/000	137/19	20	2
0/000	397/81	26	1

For analyzing the Independence of two major variables, on the stable condition for AS, BS, also analyzing the earned value (0.000, 110.92) shows that p employee's education, according to test Statistic and $A \perp B | S$ the nether assumption is rejected in significant level (0.05) so at least in one of the age levels, there is significant relation between two variables. For analyzing the rate of existing linear relation, the correlation test has been done at two age levels.

According to correlation coefficients, the higher value of correlation between two administrative automation and effectiveness variables is shown in lower than 30 years old groups.

9. Analyzing three variable linear log of administrative automation, effectiveness and work experience

In this part, for analyzing the mutual three variable communications of administrative Automation, effectiveness, and work experience satisfaction, we analyze the linear log. In nether adaptive table, the formation of three variables in considered groups are shown (Table 4-14).

According to nether table, we can observe that the p-value of one and Binary effects, is lower than significant level (0.05), so in this model the effects of

one and Binary is observed (table 4-39). (A= work experience).
administrative automation, B= effectiveness, G=

Table 10: the correlation coefficient calculation of administrative automation and effectiveness in age levels

Age	Cendal	p-value	Spearman	p-value	Abundance
Lower than 30 years old	0/43	0/001	0/47	0/001	49
31 to 40 years old	0/13	0/04	0/14	0/06	155
Higher than 40 years old	0/37	0/000	0/40	0/000	107

Table 11: the adaptive table of administrative automation, effectiveness and work experience

work experience	effectiveness	administrative automation		
		Low	Medium	High
Lower than 11 years	Low	5	2	1
	Medium	4	24	19
	High	7	3	44
11 to 20 years	Low	5	1	8
	Medium	5	28	20
	High	9	6	64
Higher than 20 years	Low	3	2	2
	Medium	1	14	6
	High	4	4	20

For analyzing the Independence of two major variables, on the stable condition for AS, BS, also

Table 13: the correlation coefficient calculation of administrative automation and effectiveness in work experience levels

work experience	Cendal	p-value	Spearman	p-value	Abundance
Lower than 10 years	0/36	0/000	0/39	0/000	109
11 to 20 years	0/19	0/006	0/20	0/011	146
Higher than 20 years	0/28	0/01	0/31	0/01	56

According to correlation coefficients, the higher value of correlation between two administrative automation and effectiveness variables is shown in lower than 10 years groups.

10. Major finding of research

There is a relation between administrative automation and employee's organizational effectiveness.

According to earned P-value in both test (0.000) which is lower than significant level (0.05), so zero assumption is rejected and we can claim that there is a significant linear relation between administrative automation and organizational effectiveness variables. That according to positive coefficients (0.28, 0.25), a direct relation between administrative automation and organizational effectiveness is observed. In other hand we except that the rates of effectiveness for employees increases when the tools of administrative and automatic services are used in organizations.

11. Minor finding of research

work experience).

analyzing the earned value (0.000, 103.15) shows that p employee's work experience, according to test Statistic and $A \perp B | G$ the nether assumption is rejected in significant level (0.05) so at least in one of the work experience levels, there is significant relation between two variables. For analyzing the rate of existing linear relation, the correlation test has been done at work experience levels.

Table 12: Statistical calculations

p-value	Statistic G^2	Degrees of freedom	K
0/73	56/21	8	3
0/000	108/56	20	2
0/000	355/11	26	1

There is a relation between tools of automatic services and organizational effectiveness.

According to earned P-value in both test (0.000) which is lower than significant level (0.05), so zero assumption is rejected and we can claim that there is a significant linear relation between tools of automatic services and organizational effectiveness variables. That according to positive coefficients (0.41, 0.37), a direct relation between administrative automation and organizational effectiveness is observed. In other hand we except that the rates of effectiveness for employees increases when the tools of automatic services are used in organizations.

There is a relation between administrative automatic services and employee's organizational effectiveness.

According to earned P-value in both test (0.70, 0.68) which is higher than significant level (0.05), so zero assumption is not rejected and we cannot claim that there is a significant linear relation between administrative automatic services and organizational effectiveness variables.

12. Discussion

The results of this review showed that there is a relation between administrative automation and organizational effectiveness. An efficient administrative automation system is an integrated system for managing information cycle and administrative and organizational correspondence. A strong, fast and accurate software tool, is related to its structure, for entrance, recovery, searching, observation, editing and circulation of administrative-organizational information.

The circulation of administrative-organizational information can consist of each sort of correspondences, incoming mails, internal mails or each sort of orders, reports, notes, messages and documentations and technical reports or generally all of the electronic and non-electronic information (Beheshtyan 1378). The organizations and companies always tend to improve the organization efficiency in different parts.

The administrative automation systems by:

- Controlling the circulation of all inter organization correspondences.
- The possibility of searching in collection of information related to correspondences.
- Physically remove the paper and archive
- A fast accessibility to information and thereupon a velocity in responding clients
- Controlling the operation of users and velocity in following and Fixing Problems

Give some strong tools to managers for increasing the efficiency and better managing.

The important application of administrative automation in most of organizations is relating to necessity of velocity and accuracy in their work. This needs the communication development with more velocity for developing domain of organization operations. And the administrative automation causes that short communicational channels and necessary communication has been given to managers for efficiency.

Administrative automation is for increasing the efficiency. When the administrative automation is used as tools of solution, it guides managers to have better relationships together for solving the problems. Improving the communication, led to better and faster decisions (McLoyd, translated by Mehdi Jamshidiyan and Akbar Mehdi Pour, 1378).

So, using administrative automation in organizations led to indirect benefits for specific works, such as effectiveness increment. However Sarafi Zadeh and Ali Panahi (1380) believe that by mechanizing the office, the efficiency is really increasing and its effects on organizations are:

- 1-Using workforce addition to employee's reduction and or individual efficiency increment.
- 2-Better using time in order to more efficiency.
- 3-Better quality of management with better decision making.
- 4-The increment of efficiency with better operation of persons.
- 5-More effectiveness by using the existing information in organization environment (Sarafi Zadeh, 1381).

The tools of automatic services are computerize and electronic tools that used by human for suitable using data (Yong, Conor, Chen 2007). According to Goodman and Ping (2007), organizational effectiveness is affected by 4 kinds of major variables that rarely are under the control of manager. One of them is organizational feature such as structure and technology. So using tools of automation services or computerize technology such as computer, copy machine, fax, printer and scanner, causes in increasing the organizational effectiveness.

Administrative automatic services are the applications of electronic and electro mechanic tools that provided for increasing the efficiency (McLeod and Jones 1987). Ahmadi (1387) also shows that there is a significant and positive relation between the usages of administrative automation systems with quad administrative supporting system, telecommunications systems, displacement systems of documents and the managing systems of documents with organizational effectiveness. So expected that centralization and importance on administrative automatic services such as: written communication systems, electronic communication system, electronic exchanging of data, wireless communications, image processing system and teleconferences, causes in increasing the organizational effectiveness.

13. Suggestions

The researcher according to the results of assumption tests and analyzing the questionnaire problems and by considering the observations and introductions which he did to managers and employees of Rafsanjan University of Medical Sciences, and by familiarity with conditions of using administrative automation system in Rafsanjan University of Medical Sciences, and closely is familiar with methods of using them and problems related to them, and also by assistance from honorable professors and professional's guidance, for improving and solving problems and as a result, better usages of administrative automation system and more effects of using it in organizational effectiveness at Rafsanjan University of Medical Science, he provided some suggestions for managers specially head of the university as follows; expected that by them, some of these problems will be solved:

One of the major reasons that the administrative automation system cannot be effective in the costs reduction (specially administrative consumables), is that the employees of university have not enough trust to this system, and in other hand have not any knowledge about their benefits and still think that manual system is more better than this system. So along with the use of administrative automation system, for registration, saving, and archiving the information and documents, simultaneously this information is registering and archiving in offices. So according to this, university practically pays the costs of both new and old systems, so suggested that managers, by considering some measures, aware the

employees for benefits of administrative automation system in doing their duties. And improve their trust related to this system. And early reject the manual system till they can use the efficiency of this system for reducing the costs.

1-Some of the young employees with high education express that any necessary and enough educations in the field of using administrative automation system and new software, had not been taught. And in other hand there is no enough quality in their training courses, so suggested that should be tried in the field of employee's education , and their educational needs should be considered, and by professional teachers and developed educational systems, these trainings will held at improved level, and also the rate of learning for employees increases.

2-In the fields that the using administrative automation system was successful and the university also can use the benefits of this systems for increasing the measures of organizational effectiveness, and increase the effectiveness, some more works to keep and increase these successes should be done. For these points some suggestions are offered:

Providing suitable and necessary changes, and updating the used automation system by doing necessary investments, in the field of replacement of old automatic service tools with new tools and more and better efficiency, that have an ability for providing services such as image processing systems, acoustic and video conferences and etc. this will cause that the university, in its way, earns its aim better and fast. So suggest that the managers should spare no effort till they see someday in future, that most works of Rafsanjan University of Medical Sciences are done by new technology and high effectiveness.

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