Surveying the Internal Productivity Implementation 
Barriers to Evaluation and Improving Its in Organization

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ABSTRACT
Efficiency is the main factor in development and success of each organization. It has the most important place for the managers and all of them looking for more proficiency and influence through it, So measuring of the efficiency always is considered by researchers because of its importance in evaluating organizations' operation. There are two general methods for measuring the efficiency, parametric and non-parametric. Covering analysis of data, which is non-parametric method, is going to measure the efficiency of specified units by using the method of math optimization. The aim of this article is measuring, recognizing and analyzing the effective factors on the efficiency and its obstacles in specified organizations. The method of this article was descriptive analysis, adhesion kind. The picked statistical case includes 50 persons of experts in Islamic Publicity organization of southern khorasan. Then the effective factors and existent obstacles on the efficiency of organization was studied and analyzed by fulfillment of statistical exams. Finally some comprehensive suggestions are submitted for improvement of efficiency and the results of analyzing the obstacles on the way of efficiency are represented.

Key words: Efficiency – the obstacles of executing efficiency – the evaluation of internal efficiency

Introduction
The efficiency as a philosophy and viewpoint based on the improvement strategy is the most important aim of organization, which can enfolds all activities of whole people in the society like a chain. The study of the theories of scholars of organization and management during twolatter decades, is full of emphasis on the changes in organization environment and new vocation conditions and methods. (Sarafizade, 2004)
The changes of theory in organization competence and endeavoring to decrease costs and increase organization efficiency is important. The improvement of efficiency is a thought and viewpoint based on elevating the creation ability and the power of it, the level of aptitude, the comparison and blend of organization society with technical, scientific and economic evolution of the world. The philosophy of efficiency improvement in the organization cause human force think, contemplate, create and invent better and find a systematic viewpoint. The thought which its aim is create and construct the future instead of present and past. Taheri, 2006 ) in order to achieve continuum and noticeable efficiency improvement , organizations should enforce on it strategically and looking it as a directorial process . A directorial process is a continuum and stable process and changed to ongoing and essential element of organization operation, when it form. ( Belcher, 2000 )

As for the importance of the improvement , some researches have been done, that two cases of them are according the following.

1) Afraze and Ashrafi (2010) researched on the applying the method of measuring of the internal efficiency in order to evaluate and increase the knowledge efficiency in Iranian organizations, in this research, the effective factors on the organization internal efficiency was recognized and measured.

2) Taheri & et al (2010) studied some effective factors on efficiency of education headquarters personnel, under this title' measuring the implicit pattern of efficiency management of Fars education headquarters in 2010'.
The efficiency has been considered as the relation between inputs and outputs from the beginning of twentieth century. Thus, if the organizations were able to change and modify the quality and the quantity of inputs and outputs and their process, they can increase their efficiency and enjoy dynamism and evolution.
The goal of this article was recognizing the effective factors and existent obstacles on the way of internal efficiency of organization by distributing questionnaire in Islamic Publicity organization of southern Khorasan. Also this research is performed in order to evaluate organization efficiency with three general aims and purposes as following:
The recognition of effective obstacles and problems in organization efficiency, evaluation of
the condition of organization efficiency and submitting the suggestions for elevating the level of organization efficiency.

Productivity

Productivity is described in different viewpoints. The most complete of them is the description of productivity in systemic viewpoint, according this viewpoint, efficiency is the relation between outputs collection and inputs in a system. This definition can be applied in different social, cultural and industrial systems. In systemic viewpoint, productivity is in the same environment with different and variable features and production factors, such as human force, capital, energy, management, technology, culture, and .....enter the process of production as inputs. They exit from this process as output like made articles and service. (Taheri, 2011, 24 and 25)

The obstacles of internal productivity

As regards the productivity is a part of organization operation, the obstacles and effective factors on the productivity can be recognized by the effective factors on the organization operation. The most important factors are:

1) organizational structure
2) organizational management
3) organizational human resources
4) organizational culture (Afraze, 2007).

The productivity is a part of organization operation in addition to influence on factors such as quality, proficiency, effectiveness and initiative and it can be described like the following figure as the relation between inputs and outputs:

Fig. 1. Relation between inputs and outputs

As it is obvious in the figure, three groups of factors influence on the productivity basically: inputs, outputs and process or processing that input changed to output through it.

In this study the key factors which are considered for evaluation internal efficiency in organization and also in writing the questionnaire, are listed in table 1. These factors encompass 4 general categories, because the inputs are divided to two general categories of organization and individual. It should be noticed that all above factors are evaluated in questionnaire (Vakili, 1995).

Table 1: relevant key factors to input & output and process in productivity

<table>
<thead>
<tr>
<th>Outputs</th>
<th>Processing</th>
<th>Inputs</th>
</tr>
</thead>
</table>
| • creativity
  • creativity exploitation
  • temporal proficiency | • work organization
  • tasks division
  • decision making structure
  • task illustration transparency
  • team work
  • deferment and expectation
  • the ability to influence on your own work | Organizational:
  • human capital
  • creativity potential
  • organizational methods and standards
  • data systems
  • data quality
  • networks
  • time devoting
  • work environment
  • purpose |

Individual:

• motivation
• vocation satisfaction
• individual networks
• the roles and responsibility in personal life
• physical adaptation

The main question of this study is: "Are there obstacles on the way of organization internal efficiency or not"?
HYPOTHESIS
The hypothesis of this research are as following:
1) the structure and system of organization prevent the performance of efficiency cycle in the organization.
2) organizational culture prevents the performance of efficiency cycle in the organization.
3) organizational management prevents the performance of efficiency cycle in the organization.
4) organizational human resources prevent the performance of the efficiency cycle in the organization.

METHODOLOGY
This research is an adhesion description. The statistical society of the research include all official and formal personnel. The statistical society of this research includes the personnel of Islamic Publicity organization of southern Khorasan ( N=100), that 50 person of them were categorized by sampling method, that were chosen randomly, as considered the formula of sample minimum volume. The medium for collecting data was questionnaire. This questionnaire has three parts and its questions include demo graphic features, organizational culture and personnel efficiency in sequence. Marking the questions was on the basis of Likert five points criterion ( 1= very little, to 5= very much )

For determining the authority of questionnaire, the judge method of experts was used and the stability of questionnaire was studied by exam – re exam method. The efficiency index has %95 adhesion factor in re exam (Azar & Momeni, 2004).

For evaluating the efficiency cycle of personnel, first the average grades of each organizational culture and personnel efficiency index were calculated then was changed to percent. If the achieved average percent by each personnel was between 0 to 1/66, the index condition was treat undesirable, between 1/66 to 3/33 average and more than 3/33 percent desirable. The relation of personnel efficiency indexes and components was measured by $X^2$ exam.

ANALYSIS AND RESULTS
In this study %70 ( 35 persons ) of participants are men and %30 ( 15 persons ) are women. Among the statistical samples, 39 persons( %78) were under 30 years old and 11 persons (22) were above 30 years old. In considering the education, 17 persons( %34 ) with diploma, 26 persons ( % 52 ) with bachelor and 7 persons with associate degree. In considering profession experience, 40 persons( %80 ) had experience of 1 – 10 years and 10 persons had experience of 10 – 20 years. The findings of this research regarding internal efficiency indexes, show that in sequence, the most high index of human resources ( average 3/40 percent ) relates to processing – ability influence on own work, management ( average 3/10 percent ) relates to processing – team work, and management with ( average 3/08 percent ) relates to output – time proficiency( exploitation of creativity and quality ). The minimum index with average 2/08 relates to individual input, vocation satisfaction and motivation.

<table>
<thead>
<tr>
<th>Efficiency</th>
<th>Relevant factors</th>
<th>average</th>
<th>intermediate</th>
<th>Question number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Structure</td>
<td>Processing- organizational standards and methods</td>
<td>2.64</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Structure</td>
<td>Processing- organizational standards and methods</td>
<td>2.58</td>
<td>2.5</td>
<td>2</td>
</tr>
<tr>
<td>Management</td>
<td>Processing- work organization</td>
<td>2.74</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Management</td>
<td>Processing- work organization</td>
<td>2.50</td>
<td>2.5</td>
<td>4</td>
</tr>
<tr>
<td>Structure</td>
<td>Processing- decision making structure, transparency, tasks illustration</td>
<td>2.46</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Human resources</td>
<td>Processing- the ability to influence on your own work</td>
<td>2.82</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>Structure</td>
<td>Organizational input- data systems</td>
<td>2.66</td>
<td>2.5</td>
<td>7</td>
</tr>
<tr>
<td>Structure</td>
<td>Processing- deferment and time of expectation</td>
<td>2.52</td>
<td>2</td>
<td>8</td>
</tr>
<tr>
<td>Culture</td>
<td>Organizational input- networks and work environment</td>
<td>2.78</td>
<td>3</td>
<td>9</td>
</tr>
<tr>
<td>Culture</td>
<td>Organizational input- networks and work environment</td>
<td>2.82</td>
<td>3</td>
<td>12</td>
</tr>
</tbody>
</table>
The above factors actually show the existent condition and very problems of organization and generally these factors cause decrease of efficiency into one hundred percent output.

As we can see in the above table, in some factors the average is less than intermediate that show the Cholgi is toward the left.

It is obvious that for elevating the existent condition of organization and improving the efficiency in organization, it is necessary that the roots of problems and weak points of system were improved based on extracted results.

Finally, as considering the above table, by studying the text of relevant questions, we can categorize the reasons of problems and critical cases as following:

1) The weakness of organization educational system and the lack of investment in human capital section
2) The weakness of existent data system in organization and lack of its unity that we cannot use it practically
3) Not enough documentation or maybe false regarding to documents, data and necessary documentation
4) The weakness of motivation system of organization in creating both kinds of motivation (internal, external and materially) and the lack of proficiency of this system to preserve competent human force
5) The existence of defects in vocation organization and the fault in making clear the illustration of each person's tasks
6) The lack of organization culture that improve creativity, invention and cooperation.

CONCLUSION
Analyzing on the findings of research regarding to organization efficiency indexes show that no of them had desirable condition.

Because of the structure of organization was in sequence, the nearly weak relevant pattern dominated in the organization and cause problem regards to informing about making clear the aim of organization.

In addition, because of the imperious management style, the opportunity for assessing by personnel about different vocational matters of personnel was not provided desirably.

The condition of index was average regarding to input factors and structural processing. On the other hand, the management input factors of index condition is less than average and has undesirable condition but management processing factors has average index condition.

The condition of index is average regarding to cultural input and output factors.

The index condition was desirable regarding to processing factors of human resources but was in average in the other organizational input and individual factors.

As for hypothesis of the research, each of input, output and processing factors of efficiency indexes were confirmed in the specified organization and each of the factors prevents the realization of productivity in organization.

SUGGESTION AND RECOMMENDATIONS
As for the existence of relation between organizational efficiency cycle factors and because it is considered as proficiency and effective operation of managers, on the basis of research findings, useful suggestion are submitted here in sequence:

1) The structure is the most important variant that influence on the organization. So it was suggested that:
   - The vocation should described clearly and placed in organizational structure logically.
   - The policies and attributions of people for deciding should explained clearly.
   - The encumbrance criterions should be minimum.
   - The efficiency should increase by planning, sufficient organizing and also by considering new thoughts.

2) Rewards is another variant that influence on organizational environment. In this regard, it is suggested that:
- The personnel should encourage because of their good operation and receive reward because of their efforts.
- The rules and the preferment of position should be equal for all people and if they had the necessary requirement, they could elevate their position easily.
- The rewards that given to the personnel should be more than their punishments.

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