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Research Article

A STUDY ON THE ROLE OF EFFECTIVE FACTORS ON SUCCESSFUL IMPLEMENTATION OF SUGGESTION SYSTEMS IN INSURANCE INDUSTRY CASE STUDY: SAMAN INSURANCE COMPANY

Javad Jahani Nasab[1],[*]Zohreh Tabatabaee Nasab[2] and Mohammad Ali Dehghan Tafti[3]
Department of Economics, Yazd Branch, Islamic Azad University, Yazd, Iran
**Author for Correspondence*

ABSTRACT
Nowadays ,suggestion systems is one of the tools to increase productivity in manufacturing ,commerce, service, and education institutes which are based on generalized thinking and appreciation systems . In this system, a general delegation is made and mangers provide opportunities for everyone to present his ideas, plans, and suggestions and, in turn, receives proportional bonus as a result of organizations` profit. Thus, suggestion systems are one of the prominent examples of participatory management and paying attention to votes, ideas, and suggestions of employees. According to importance of the subject, this research aims to study the role of effective factors on successful implementation of suggestion systems in insurance industry using questionnaire data and information among employees of Saman insurance Co. from March 2014 till May 2014 by SPSS statistical method. The results indicate that correct implementation of suggestion systems leads to an increase in the efficiency of institutions and the workforce as well as appearing innovative and creative ideas which are essential for proper implementation of suggestion systems in insurance industry.

Keywords: *Suggestion System, Insurance, Statistical Method of SPSS*

INTRODUCTION
Suggestion systems are one of the most prominent examples of participatory management and paying attention to votes, ideas ,and suggestions of employees and it includes identification of organizations` issues and problems as well as provision of appropriate solutions .In fact ,the suggestion system term is a mixture of system and suggestion. System is a collection of continuous components with mutual effect making efforts to achieve a common goal.
Suggestion is also any new ideas and notions which are able to make a positive change, improvement method, increased quality and production, expense reduction, and increasing employees` spirits. Issues such as meeting defined tasks, ambiguous and inefficient idea, and general ideas without clear solutions are not considered suggestion .Lawler believes that suggestion system is a common method to convey information and ideas to high levels of organizations.
Suggestion systems include giving bonus to suggestions made by employees individually or group as well evaluating them to improve the conditions and various fields of working places, along with presenting financial and spiritual feedback for employees. Based on their own conditions and cultural and political requirements of the organizations, they select and implement one or more of these programs (Moshabaki, 1998).

Theoretical Principles
Implementation of suggestion systems started pervasively after visit of a group of expertise from Organization of Industries` Expansion and Renewing in Japan in 1987 by the support of heavy industry ministry. Thus, in the first months of 1988, suggestion systems were implemented in four industrial and manufacturing companies of heavy industries of Iran in order to determine both their application and efficacy and obtain necessary feedback by the group of expertise studying the role and effect of this system in Iran working places; statistical results and obtained numbers; and unpredicted issues and problems while implementing. They could also modify and complete this plan again .These four companies included: Iran Radiator Company, Beam and metal production company, Akaam metal company, and Souliran Company.

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Implementation of program in these four companies was extremely successful and it was beyond the beliefs of expertise. Therefore, a considerable number of governmental organizations have recently implemented suggestion systems. In Iran, it has been quite a long time after implementation of suggestion system in many companies and organizations. From 2000 onward, establishment of acceptance and investigation systems of suggestions was legislated by Supreme Administrative Council after suggestion-system trial. There are controversial ideas about success or failure of suggestion systems in the country. Some believe that suggestion-system implementation in companies and organizations have led to a considerable amount of success: promotion of product quality, waste reduction, meeting individual`s problems and increased sense of organizational belonging .Where as in contrast, others do not believe in suggestion-system benefits. They consider inappropriate organizational culture in Iranian organizations and its disconformity with western culture or Japanese values as the reasons of failure. The fact is that efficacy of suggestion systems in organizations follows complex variables and a noticeable number of factors in that some are unknown (Sheikh and Toliat, 2001). In the following, some conducted studies in terms of research topic will be reviewed.

Kargar (2008) in his study entitled "pathological view to participatory management and suggestion systems in governmental section of Iran" concluded that current working places direct organizations to more new management methods and tendency to participatory management is one of these methods. Similarly, suggestion systems and studying recommendations have extensively been used.

Kord (2008) is in charge of national system plan of acceptance and studying suggestion systems in a research entitled creative critic thinking and its role in acceptance systems and studying suggestions. This question, we are looking for critic thinking or creative thinking, is a topic considered finalized by its constructive mixing with critic creative thinking. It is obvious that critic thinking, critic reader have their own problem-solving methods in suggestion systems enjoying a particular degree of validity from perspectives of investigators.

Suggestion System

Suggestion system is providing environment and facilitiesby mangers in organizations for all employees, clients and contractors to present their ideas and suggestions in terms of solving problems and creating continuous improvement in organizations` activities to management. Management implements applicable ones after studying and gives appropriate bonus to suggestion giver for continuation of giving suggestions and they are contributed in obtained profits as a result of suggestion implementation. In fact, suggestion systems are an organized system for activating individuals` minds and applying their ideas for improvement of organizations` activities (Zare, 2006). Suggestion –system process include presenting suggestions, ideas, innovations of various organization`s employees in order to meet problems in organizations` procedures. In this regard, ideas of clients, employees` families and all organizations` beneficiaries are also used. This important method of organizations` management is applying thoughts or main wealth of institutes which means employees` information in that its method includes acceptance and studying suggestions (Sepasgozar, 2001).

Descriptive Statistics

General Description of Data

The samples included 300 employees of Saman insurance company. Finally, 193 employees were selected after collection of questionnaires. Of all samples, 97 cases were male while 96 were female.

Table 1: Statistical specifications of genders of sampling participants

	Frequency	**Percentage**	**Valid Percentage**	**Cumulative percentage**
Valid Men	97	50.3	50.3	50.3
Women	96	49.7	49.7	100.0
Total	193	100.0	100.0	

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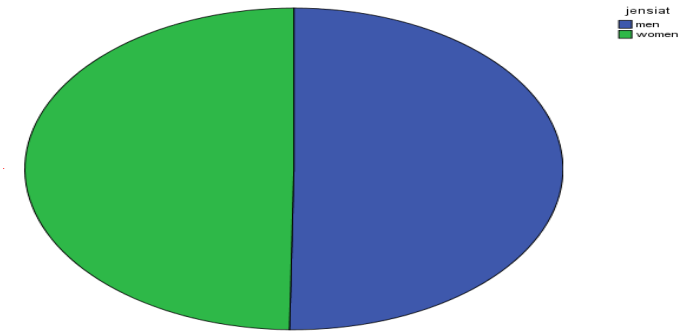

Figure 1: Situation of responders according to gender

As it can be seen from figure (1), almost 50.3 per cent of responders were male and 49.7 per cent were female. This needs to be taken in to account in future analysis in which male and female preferences were equal. Although this issue does not create any problems in results` extraction due to random sampling.

Education Levels of Responders

Education levels of responders indicate that 4 per cent of responders were diploma, 12 per cent post diploma, 42 per cent B.S., 30.5 per cent M.S. and 12 per cent Ph.D.

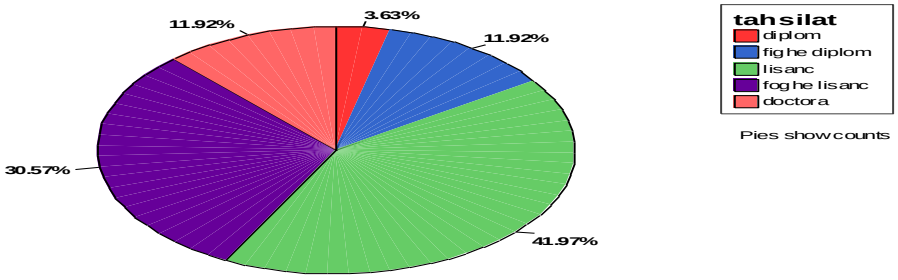

Figure 2: Situation of responders according to levels of education

Situation of Organizational Positions

According to the graph, it is clear that 13.4 per cent of employees participating in sampling were receptionists, 28 per cent were technicians, 29.5 per cent were expertise, and 22.3 per cent were responsible employees, 5.7 per cent were department managers, and almost one per cent of participants were general managers.

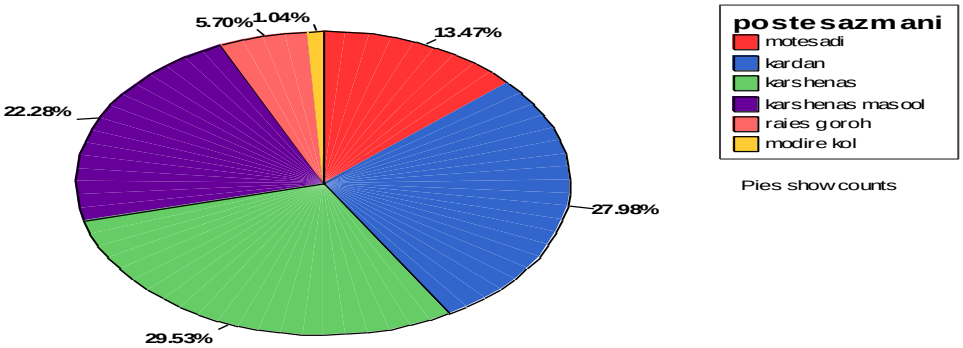

Figure 3: Situation of responders according to organizational positions

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Statistical Specifications of Suggestion-System Components

Table 2 shows relevant information of mean values of responders for suggestion-system specifications in 23 groups.

Table 2: Mean value of responders in suggestion-system specifications and its efficacy

Group No	Variable	Mean	Standard Deviation
1	Stability of executive management of insurance company	1.79	0.980
2	Serious support from deputy of management development and human resources of insurance company	1.65	0.749
3	Level of expert knowledge of suggestion-system officials in insurance company	1.68	0.854
4	The level of ability of suggestion-system officials in applying communicative skills	1.59	0.793
5	Implemented Leadership method through superior specialist managers	2.10	0.851
6	Creation of motivation among employees by Administrative and Financial office of insurance company	1.97	1.175
7	Helping employees in order to correct suggestion	1.89	1.096
8	Training employees in order to convert raw materials to suggestion	1.53	0.707
9	Announcement of reasons for suggestion rejection	1.95	0.915
10	Easy access of employees to suggestion-system secretariat	1.95	0.727
11	Recalling the topic of suggestion (suggestion seeds)	1.85	0.868
12	Designing a website for reception of suggestion systems	1.54	0.661
13	Holding explanatory-training meetings of insurance company with its representatives	1.72	0.857
14	Accurate investigation and on-time investigation of suggestions	2.21	1.045
15	Successful implementation of approved suggestions	1.79	0.670
16	Existence of clear and standard organizational goals	2.03	0.924
17	Periodic review of suggestion-system procedure	1.65	0.836
18	On-time and fair payment of bonus to suggestion givers	1.88	1.003
19	Cost-effective suggestion implementation	2.17	0.850
20	Externally appropriate advertising	1.99	1.078
21	Taking advantage of successful organizations	2.27	1.429
22	Organizations` threat by environmental factors	2.49	0.995
23	Receiving suggestions from clients and citizens (clients)	2.06	1.182

Source: research findings

According to table (2), the highest mean value of suggestion-system specifications belongs to Organizations` threat by environmental factors (μ= 2.49). Taking advantage of successful organizations (μ= 2.27), Accurate investigation and on-time investigation of suggestions (μ=2.21) and Cost-effective suggestion implementation (μ=2.17) scored the next positions in terms of suggestion-system index, respectively. Furthermore, the lowest value belongs to Training employees in order to convert raw materials to suggestion (μ=1.53).

Inferential Statistics of Mean and Variance Analysis

Table (3) compared the means between "Recalling the topic of suggestion (suggestion seeds)" index as creating agent of suggestion seeds and "Successful implementation of approved suggestions" as the result of suggestion implementation .According to results of these components , no significant difference exists .

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Table 3: Statistical feature of means between "Recalling the topic of suggestion (suggestion seeds)" index and "Successful implementation of approved suggestions" index

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
Recalling the topic of suggestion Successful implementation of approved suggestions	193	100.0%	0	.0%	193	100.0%

Recalling the topic of suggestion

Successful implementation of approved suggestions	Mean	N	Std. Deviation
Completely positive effect	1.90	68	.900
positive effect	1.80	98	.849
No effect	1.93	27	.874
Total	1.85	193	.868

Source: Research calculations

Table 4: Test of homogeneity of Variances

	Test Value = 0					
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Recalling the topic of suggestion	29.607	192	.000	1.850	1.73	1.97
Successful implementation of approved suggestions	37.043	192	.000	1.788	1.69	1.88

Source: Research calculations

Finally, it can, according to the value of Prob, be expressed that a significant difference exists between means of suggestion-system index and its efficiency. Table (5) compares the components of "Designing a website for reception of suggestion systems" and "Cost-effective suggestion implementation"

Table 5: Statistical features between components of "Designing a website for reception of suggestion systems" and "Cost-effective suggestion implementation"

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
Designing a website for reception of suggestion systems	193	100.0%	0	.0%	193	100.0%
Cost-effective suggestion implementation						

Source: Research calculations

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Cost-effective suggestion implementation	**Mean**	**N**	**Std. Deviation**
Completely positive effect	1.24	38	.490
positive effect	1.44	103	.621
No effect	1.91	34	.668
Negative effect	2.06	18	.639
Total	1.54	193	.661

Source: Research calculations

According to mean value and standard deviation of these components, no significant difference exists.

Table 6: Statistical specifications and Test of homogeneity of Variances

	N	**Mean**	**Std. Deviation**	**Std. Error Mean**
Designing a website for reception of suggestion systems	193	1.54	.661	.048
Cost-effective suggestion implementation	193	2.17	.850	.061

	Test Value = 0					
	T	**Df**	**Sig. (2-tailed)**	**Mean Difference**	**95% Confidence Interval of the Difference**	
					Lower	**Upper**
Designing a website for reception of suggestion systems	32.329	192	.000	1.539	1.44	1.63
Cost-effective suggestion implementation	35.401	192	.000	2.166	2.05	2.29

Source: Research calculations

According to the value of Prob in table (6) which is less than 0.05 at level of 95 per cent significance , it can be expressed that a significant difference exists between"Designing a website for reception of suggestion systems" and "Cost-effective suggestion implementation" .
Finally, the following table studies and compares suggestion-system indexes and its efficacy statistically .This table compares indexes including: "Level of expert knowledge of suggestion-system officials in insurance company" ,"Creation of motivation among employees by Administrative and Financial office of insurance company", "Helping employees in order to correct suggestion", "Training employees in order to convert raw materials to suggestion", "Announcement of reasons for suggestion rejection", "Easy access of employees to suggestion-system secretariat", "Successful implementation of approved suggestions","Existence of clear and standard organizational goals", "Periodic review of suggestion-system procedure" and "On-time and fair payment of bonus to suggestion givers".

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Table 7: Statistical features and Test of homogeneity of Variances for research variables

	N	Mean	Std. Deviation	Std. Error Mean
Creation of motivation among employees by Administrative and Financial office of insurance company	193	1.97	1.175	.085
Helping employees in order to correct suggestion	193	1.89	1.096	.079
Training employees in order to convert raw materials to suggestion	193	1.53	.707	.051
Announcement of reasons for suggestion rejection	193	1.95	.915	.066
Easy access of employees to suggestion-system secretariat	193	1.95	.727	.052
Successful implementation of approved suggestions	193	1.79	.670	.048
Existence of clear and standard organizational goals	193	2.03	.924	.066
Periodic review of suggestion-system procedure	193	1.65	.836	.060
On-time and fair payment of bonus to suggestion givers	193	1.88	1.003	.072

Source: Research calculations

Table 8: Test of homogeneity of Variances among research variables

	Test Value = 0					
	T	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference Lower	Upper
Creation of motivation among employees by Administrative and Financial office of insurance company	23.350	192	.000	1.974	1.81	2.14
Helping employees in order to correct suggestion	23.968	192	.000	1.891	1.74	2.05
Training employees in order to convert raw materials to suggestion	30.016	192	.000	1.528	1.43	1.63
Announcement of reasons for suggestion rejection	29.673	192	.000	1.953	1.82	2.08
Easy access of employees to suggestion-system secretariat	37.228	192	.000	1.948	1.84	2.05
Successful implementation of approved suggestions	37.043	192	.000	1.788	1.69	1.88
Existence of clear and standard organizational goals	30.548	192	.000	2.031	1.90	2.16
Periodic review of suggestion-system procedure	27.396	192	.000	1.648	1.53	1.77
On-time and fair payment of bonus to suggestion givers	25.989	192	.000	1.876	1.73	2.02

Source: Research calculations

According to the fact that Prob value for all selected components is less than 0.0.5, it can be stated that significant difference exists between means of these components and its efficacy intensity. Promoting

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these factors, complete and extremely complete efficacy in efficiency and productivity of organizations` manufacturing factors can be expected.
According to test of homogeneity of Variances among groups of various organizational positions relevant to suggestion-system indexes, it can be seen that variance equality, according to sig=0.559, at level of α= 0.05 is accepted.

Table 9: Test of homogeneity of Variances among various organizational positions groups

Levene Statistic	df1	df2	Sig.
.750	4	505	.559

Source: Research calculations

Table 10: Analysis of Variance for various organizational positions groups

ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	46.992	4	11.748	45.380	.023
Within Groups	15596.365	505	30.884		
Total	15643.357	509			

Source: Research calculations

In table (10), sig value is 0.023 rejecting zero assumption meaning that means for organizational positions and suggestion-system features among various occupational groups are significant. Moreover, performance mean of suggestion systems among different age groups is observable. As it can be seen, a dramatic difference exists between means of various jobs.

Table 11: Test of homogeneity of Variances among various levels of education

Performance

Levene Statistic	df1	df2	Sig.
.516	5	495	.765

Source: Research calculations
According to sig=0.516, Homogeneity of Variances is accepted at level of α= 0.05.

Table 12: Analysis of Variances for various educational groups

ANOVA

various educational groups	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	205.934	5	41.187	1.341	.245
Within Groups	15199.622	495	30.706		
Total	15405.556	500			

Source: Research calculations

The value of sig is 0.245 leading to acceptance of zero assumption meaning that means of suggestion-system features among various educational groups are not significant.

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Table 13: Test of homogeneity of Variances for various jobs

Levene Statistic	df1	df2	Sig.
.322	6	491	.926

Source: Research calculations
According to sig=0.926, homogeneity of Variances is accepted at level of α= 0.05.

Table 14: Analysis of Variances for different job categories

ANOVA

different job categories

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	482.405	6	80.401	2.742	.012
Within Groups	14395.498	491	29.319		
Total	14877.904	497			

The value of sig is 0.012 leading to rejection of zero assumption meaning that means of suggestion organizational indexes among different job categories are significant.

Conclusion

Since suggestion system is the most important method of participatory management and administrative changes, it can promote collaborative and cooperative spirit as well as sense of accountability in organizations` fate by designing an appropriate system in order to build creativity and innovation in insurance industry of the country. Thus, according to importance of the subject, this research tried to study the role of effective factors on successful implementation of suggestion systems in insurance industry of the country through SPSS statistical method from March 2014 till May 2014. The results indicate that effective and beneficial usage of human resource`s talents and skills in the country can provide essential fields for flourishing creative ideas through improving working conditions and creating competitive environment.

Furthermore, it can be stated that indexes such as "Serious support from deputy of management development and human resources of insurance company", "Helping employees in order to correct suggestion", "Training employees in order to convert raw materials to suggestion", "Announcement of reasons for suggestion rejection","Easy access of employees to suggestion-system secretariat", "Recalling the topic of suggestion (suggestion seeds)" and "Designing a website for reception of suggestion systems" can promote the efficiency of manufacturing factors in insurance industry as well as more collaboration between managers and employees.

Policy Recommendations

According to the results in this study, the following recommendations are made in regard with suggestion systems in organizations:

- Expansion of employees` training courses in order to internalize suggestion systems in mentioned companies and industries
- Using continuous information systems, paying attention to new ideas, reducing the gap between levels in order to create new ideas and flourishing and innovation among staff.
- Implementing along-with-service training in terms of working human resources in different sections of insurance affairs and in particular in higher levels of human resources.
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