

Effects of Automated Office Systems (Automation) on Improve Decision-Making of Staff Managers (At the Airports Company of Country)

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ABSTRACT: With the quickly widespread availability of computers and information technology and advanced media no country can to handle economy of the twenty first century without twenty first century electronic infrastructure. One of the most important factors in management decisions is the information. Having a detailed, accurate and timely information causes to speed up decision making and will prevent the adoption for many wrong decisions. the main objective of this paper is to investigate the effects of office automation system on the improvement of staff managers 'decision-making(for the company of country airports) and include secondary objectives such as identifying a suitableInte grated office automation system to inform managers, evaluation and analysis of the office automation system findings and effects on the managers decisions, investigation and identifying the factors affecting the success of an office automation system in terms of providingrelevant information including accuracy, Correctness, timeliness and affordability, investigate the effects of office automation system on improving decision-making processes of managers, provide a solution to improve automation system performance to exploit. Office automation system with the characteristics such as the number of letters issued, the number of incoming letters, understanding and hours of use are considered as the independent variable and improvement of decision-making for managers with a characteristics such as accuracy, Correctness, affordability, timeliness as the dependent variable. The method used in this research was correlation descriptive. Population of the research consisted of airports company staff managers. The results showed that the automation system has an impact on increase the managers' accuracy of decision-making. Automation system has also an impact on increase the managers' correctness of decision-making. As well as, automation system has also an impact on increase the managers' timeliness of decision-making. Automation system has also an impact on increase the managers' affordability of decision-making. And there was no evidence to reject the mentioned fourfold hypothesis.

Keywords: Office Automation, Improve decision-Making, Decisions Theories, Information Systems of Management.

INTRODUCTION

In our constantly changing conditions we must change, too, and if not, we will pay a heavy price for the lack of changes. (Dr. Nordal, president of the global Union of compensation and productivity: Management Message) (Jarahi, 2004).

In the new era, the organizations have no escape of the use of computer systems and information technology and advanced media and the future is for those who with an accurate and correctness recognition, and examine advantages and disadvantages of these systems narrowly and learn from the experience of others without having to pay fees that experience again. Access to computer and information technology and advanced media are a generator for a growing acceleration and the acceleration causes to make more valuable each unit of time which is saved than the previous unit. Thus,

there is a positive feedback loop that accelerates acceleration. The rapid expansion of computer in recent decades, creates the most important change in the wisdom system of the invention of printing in the fifteenth century, or even since the invention of writing. Along with these extraordinary changes, networks and new media expansion are created that is equally amazing and its role is displacing its constituent elements to wit data and information. What are doing managers at the different levels and move in its space, a decisions can be considered as the information gathering and process (Sarafizadeh, 2001)

Having detailed, related, timelines and rapid information causes to increase the speed and accuracy of decisions and will prevent the choice of many wrong decisions. In this schedule, an effective

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manager without having the needed information is not able to lead the organization's goals and reach predetermined objectives (Behan, 1998).

Managers in order to deal with environment and their organizational goals realization considering the environmental variables must necessarily analyze environment. And identify variables and adopt appropriate measures to deal with them. This requires having the timeliness internal and external data and possibility of optimize utilization of them (Jarahi, 2003).

Microcomputer prevalence in offices has been accompanied by the increasing spread of new communication, computer, products and information storage products and major changes in administrative procedures. In the beginning, computer systems were used for correspondence independently. But over time, computers were linked together. This connection allows users to not only share their correspondence files but only they can send messages to each other. Today there are a variety of office automation systems. Management information system with the benefit of modern tools and process of data can be help and support the managers in order to achieve management goals. Computers increase the speed, accuracy and precision of automation systems, therefore speed, accuracy and precision of tasks rises in the organization. Automation systems has a great effect on the correctness, accuracy, time lines of managers' decisions. In this study will investigate the effects of automation systems to improve the headquarters managers' decisions of the country's airports company.

The Importance and Necessity of Research

The future is not where we go there, but that is where we create it, with the ways which we build towards future.

National advantage appears in the countries that managers are not only going to increase performance but their organizational motion be in line with the overall strategy (Dr. Michael Porter, professor at Harvard University: Message Management). International changes and the pace of this change has forced governments to draw their motion strategic perspective in line with achievement a competitive advantage in the international arena. Drawing perspective is actually the future landscape of countryman reflects the values, ideals and thinking of policymakers in the country.

National and strategic decisions based on the creation of e-government, the prospect of Iran in 1400 and consequent strategic decisions in line with the vision and explain the general and administrative objectives and policies In the Fourth Development Plan and explain the challenges and strategies to achieve goals requirements of the Global Village about communication, standardize operations and customer

satisfaction, also Iran's willingness to enter into the Jirga WTO member countries, accepting Iran as an observer after dozens of times of the rejection, significant presence in international forums and organizations and focus of the cross-section document fourth section on expanding the awareness and development of technology and research offer preliminary set of organizational system which switching to the automation technology is one of them. To resolve issues that occur in every organization is crossed the steps such as diagnosis, explore different ways of solving the problem, choose the best solution and its implementation, and monitoring and ensuring proper working solution. Organizations in order to correct understanding the problem spend a lot of time to study and identify solutions to the problem. Solve some complex institution AL problems requiring long-term and automation system provides a very good and effective support for administrators in administrative duties including decision-making, planning and control. Widespread and increasing development of computer science and the global approach in all areas and incredible success of the industry leaders in achieving what was once dream has an appropriate scapegoat in increasing expanding of the industry in all aspects four country and leading organization swath timely detection of equipment needs by this technology its requirements in organizations such as the office and financial automation, put themselves in way that joins to highway of world civilization, because failing this massive transformation in dust of convoy quick passing of the feature organizations will lose. Living Nan electronic culture namely lives in change, the changes as a condition of survival. If managers think that can manage their company in the next decade so in the last ten years have seriously mistaken. For success in the next decade should be to wreck the status quo.

The study and its results can not only be effective on detection of the strengths and weaknesses of the system and fix potential paradox of automation system in the organization, but can contribute in regard accelerate the inevitable and unavoidable requirements select of modern organizations in the aspect of equip by software, hardware technologies of the new era in the fellow organizations and more broadly in the organizations subset of the Ministry of Interior and other organizations.

Literature

(External): Edwards (1978) in a study entitled "Office automation organizational effects" assess end-users' reactions and test the primary and secondary effects of methods and working hours using the system. After survey by questionnaire concludes that expect economic aspects are also affected by office

automation. It is possible the total number of post office decrease, but we expect that to be more other administrative assistants. Whatever the specialists' productivity raises their number may be reduced especially in the middle management level.

Kaye and Sutton in a study entitled "Productivity and quality of work life for managers and office automation problems" evaluate managers' productivity and quality of work life models that suggest several factors are effective especially those who concerned to motivation. Finally suggest that in the early stages of setting goals and then planning should pay special attention to office automation than type and level of job satisfaction which is important for employees to be supported by IT.

Bernner and Oostburg with examining the research has done by Westin suggest things as administrative problems of office automation, as following:

1. Strategic planning (long-term), low automation, and lack of awareness among high-level managers.

2. Extremely poor staff training about how procedures in place to prepare them for the dynamic changes of jobs and work.

3. Insufficient involvement of employees in decision making and implementation.

4. Lack of attention to ergonomic issues in the workplace and job design, equipment procurement.

5. Lack of communication with employee health and safety issues.

6. Insufficient attention to organization and organization design (performance standards)

Morel and Fleischer in a study entitled "A framework for understanding the managers' use of automation" showed following results:

What managers do and the way they lead their organizations can have a significant impact on organizational effectiveness. To maximize the impact, the use of automation needs to be managed. The management should take place according to the following three principles:

1. The needs of each manager to the office automation must be highly specialized at least to some reports;

2. If these very professional requirements are not met, will decrease the value of automation;

3. Having specialized needs requires close communication between the automation composition and unpredictable changes in work rate.

Grantham in an article titled "explained the advantages and disadvantages of automation" with a review of previous research conducted that automation is provided for knowledge workers and support of managers and justification for its cost - benefit is not properly measurable. Because, first, instead of quantitative measurement methods, qualitative methods should be used, that is, instead of

the old traditional measuring ways, users' judgment should be used. Secondly, the methods of measuring the cost - benefit for data processing systems are not suitable to run for office automation because these systems are paying attention to what the manager does. In the other hand, benefits of automation are identified in the long term and many of these benefits are intangible because they are related to personnel and manpower.

Internal

The first study Subject: Comparative study of the performance of companies in Bhutan before and after implementation of automation for obtaining a master's degree in Public Administration degree. Student: Mehran Mohammad Hassanzadeh Supervisor: Mr. Dr. Asghar Alam Tabriz Advisor: Mr. Dr. Badri Poshteh has been prepared in 2005 at the Institute of Education of Management and Planning. Results: The results of study show that there is a positive relationship between two variables, automation and performance and automation has cause to improve company performance.

The Second Study Subject: The impact of informatics systems on transmission repairs firm performance (Akhtar Bargh) to obtain a master's degree in the field of Executive Management Supervisor: Dear Dr. Mohamed Ali NematBakhsh Advisor: Mr. Dr. MehdiJamshidian student: Hamid Alaghmandan Management Education and Research Institute. Results: All four sub-questions and main question of the research are confirmed by the statistical results and reflect the impact of informatics systems on all aspects of company performance.

The Third Study Subject: training Effects of the use of computer databases on precision ratio in information retrieval when search. Supervisor: Ms. Fatemeh Makrouh Jamshidi Student: Mohammad Tavakolizadeh Davoudi 1996 Faculty of Tarbiat Modarres. Results: The hypothesis were used by variables of correctness, accuracy and timeliness the information and was used in the analytical model, and the result does not reject this hypothesis.

Theoretical Foundations

Decision Making in Organizations: Although efficient and effective communications are vital in any organization, but the key to success is practice and practice should be guided by decision making, decision making is a process of selection of an act in relation to an issue or the opportunity. A regular decision making has five basic steps that starts by identifying the problem or opportunity. In summary, the five stages are: **1.** Identify and explain the problem or opportunity. **2.** Define and analyze **3.** Choose an action or optimal solution **4.** Implementation of the selected solution. **5.** Evaluate the results and follow-up as required.

Decision making in organizations is occurred in a variety of different conditions that the will be challenging its process.

Terms of managers' decisions

Basic decisions have adopted in organizations typically under three different conditions: Certainty, risk and uncertainty.

Decisions Theories: Theorists of organizational behavior are considered two theories for decisions: the classical theory and behavioral theory

Classical theory of decisions: Classical theory of decision, sees the manager as someone who acts in the quite certain world. Manager is faced with the well- defined and clear problem, know all possible alternative actions and outcomes, and then chose a solution which has the best optimal solution in the problem-solving. It is clear Yan is an ideal way to decide. The planned classical theory is applicable.

Theory of Behavioral Decision Making: Behavioral decision theory says that humans acts only in terms of what makes sense in certain situations. Moreover, such a perception is often not perfect. Behavioral decision-maker instead of dealing with the quite sure world faced with limited information and it seems that acts under uncertainty.

Aspects of decision making improvement:
Accuracy: The degree of displayed and stored data compatibility with the correct values (Taleghani, 2003).
Timeliness: timeliness of information means that recipients when need to necessary information access it (Ibid.). Accuracy means that information is clear and reflect exactly means of the data based on it.
Affordability: Affordability in terms of analysis results cost-benefit. In other words, a set of actions to combination of information about the costs of a program and information related touts achievements, which the phrase of cost-benefit analysis also truth about it.

Importance of information and information systems

Information is a managers' valuable and principal source in an organization. As human resources, raw material and financial resources in the process of product has a particular value and role, but in the era of information and communication, information are particularly valuable. On the other hand, it is the public key and publish mint and use of it is considered as a social indicator. Growth of this index will be sense of national promotion. Information influence our vision and behavior significantly.

Electronic gadgets and computer technology in the past decade has led to the phenomenon of information explosion and certainly has an important effect on the direction of the community and the needed information of them. Today, not only senior

managers and executives, but also all segments of the community such as scholars, merchants and businessmen are forced to use the information. Users of information systems, employ information as a valuable resource, peer of capital and labor. Because the data are valuable and are an essential for all activities of the organization, therefore, should be set up systems to enable them to product data and manage them. The ultimate goal of such systems ensure the accuracy and validity of information available at the time required and the usable form. Nowadays, information systems play a crucial role in all areas of a company. According to the successful companies indicates that they were equipped with information systems for their daily activities. The real challenge that the company face it, is not simply the application of computer-based information systems, but the main aim is the effective use of information systems in the management. Information systems, which are considered as a valuable resource increase the ability of managers and employees and lead to achieve the effective to objectives with a high productivity.

Automation and its Definition

Many believe that the system and framework with name of office automation does not exist, but a combination of various equipment to facilitate the automation of administrative tasks related affairs called office automation. But since the 1960s that more facets of administrative and commercial uses and activities expanded, existence of a suitable integrated administrative system which included a large volume of data and communications clearly felt that with different names such as the official system, official information system, the end-user systems and end-user calculating systems is called. But the most popular and highest degree of automation is called office automation systems. These systems do not have a unique definition but is uniquely determined byte user views and this means that the office automation systems have lot definitions.

Here we mention some of these definitions: Office automation includes all the formal and informal electronic systems that are concerned to communicate information among individuals within and outside the institution and vice versa. The main term that distinguishes office automation from data processing, management information systems and decision support systems is the communication. Office automation is used to facilitate various kinds of communication, both written and verbal. Office Information Systems (OIS) supports administrative affair via an information technology. The modern information systems such as management information system offer a tools for communication and coordination among knowledge workers by create effective management of documents and messages

and electronic meetings. Office automation system is an application of electronic equipment in the official activities in order to increase effectiveness and productivity. The increased productivity is due evolution of information exchange within and between agencies and their environment and thus by better providing information can benefit management. (Beheshtian and Abolhasani, 2008).

Advantages of Office automation

With regard to the items mentioned in the previous section with create an appropriate environment is expected that the automation systems includes the following advantages for scientific and technical personnel:

1. Direct benefits: It is includes increase of yields and savings in time and labor. Usually these benefits are measurable and may be has a direct and short time impact on cash flows, include: **A)** Better control on the work due to less division of labor. **B)** Converting information from one form to another occurs less. **C)** Non-productive activities such as filing, record keeping and timeliness becomes low. **D)** Better organizing of personnel is done because it will be lower using teleconference facilities, travel and meetings.

2. Indirect benefits: These benefits are non-quantitative, and may be enrich organization through profitability and long-term growth. These benefits include:

A) Less dependent on agencies to provide copying, printing, and other similar matters.

B) The lower need to formality and control for monitoring the work flow procedures between departments.

C) Due to increase of employees' effectiveness in a series of specific affairs, job satisfaction increases.

D) Greater customer satisfaction due to better provide timely information and services.

E) More competitiveness of an organization through the use of information resources and necessary capabilities to respond to the pressures and opportunities.

Also, automation will bring possibility of centralized management, proper classification, easy access, easy flow, precise tracking and optimal protection of documents and reduce costs for organizations.

Types of applications or office automation subsystems. From the various perspectives, different application of the office automation were conducted. From view all types of main automated machinery administrative are:

1 - About obtaining information and copy them: word processors, smart copy machines, document readers, digital audio systems, optical typesetting.

2- In the field of information storage: electronic filing drawers, micro-graphic.

3- In the field of communication: computer telephone systems, e-mails, Fax, teleconferencing facilities. Another view of the main elements of the mechanized administration systems are given in the following figure:

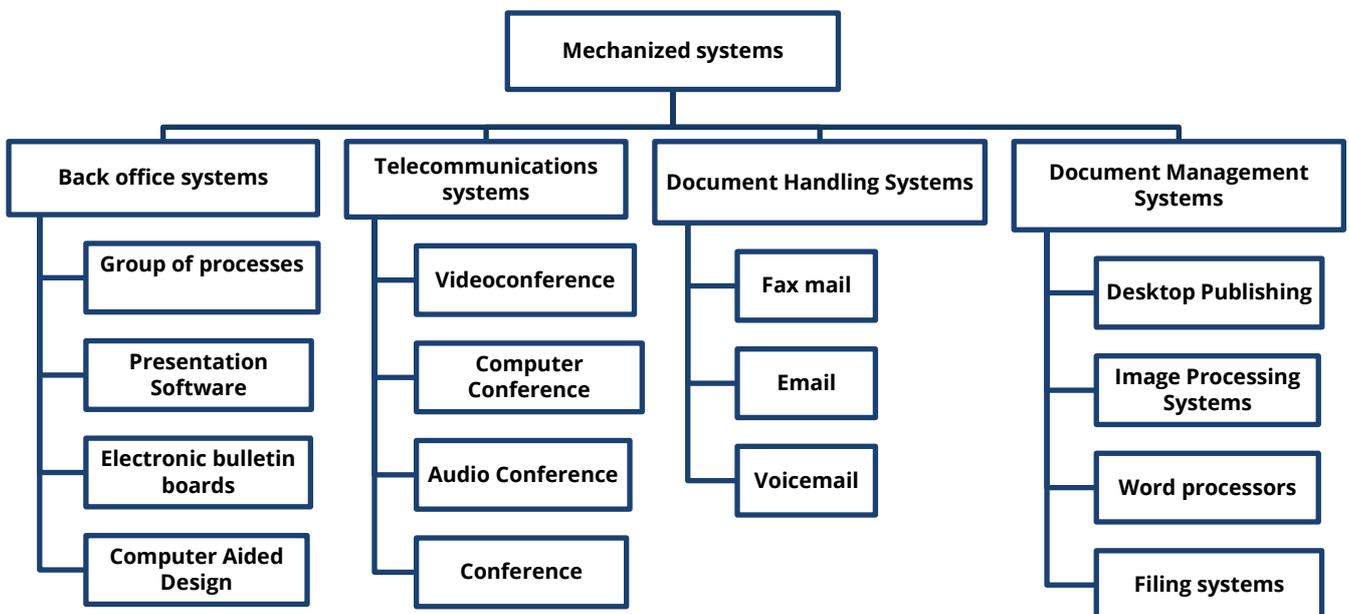


Figure 1.

Comparison of various information systems

Automation is more appropriate for information flow inside the organization than between an organization and environment. Because many of automation applications need to sender and receiver for using compatible equipment and communication protocols. It should be considered that office automation does not provide communications. Managers still use the telephone, face to face meetings and reading administrative reports. Automation is a way to complete and create a specific communication, but managers still using informal reports. Application of automation is very easy, thus, possibility of manager's use of it is more. A manager

should be has both skill of computer use and knowledge of management information system in order to use of some complicated supportive decisions equipment. But use of automation needs to the complicated equipment by the manager, for this reason automation has an especially attraction.

In terms of problem solving and space of problem solving can be compare the applications of the information systems. Figure 2 shows this different. Applications of the automation has adopted with the managers and it adopt with the best form to solve the low structured problems. Despite office automation systems gives the information for problem solving, decision about its employment devolve to managers.

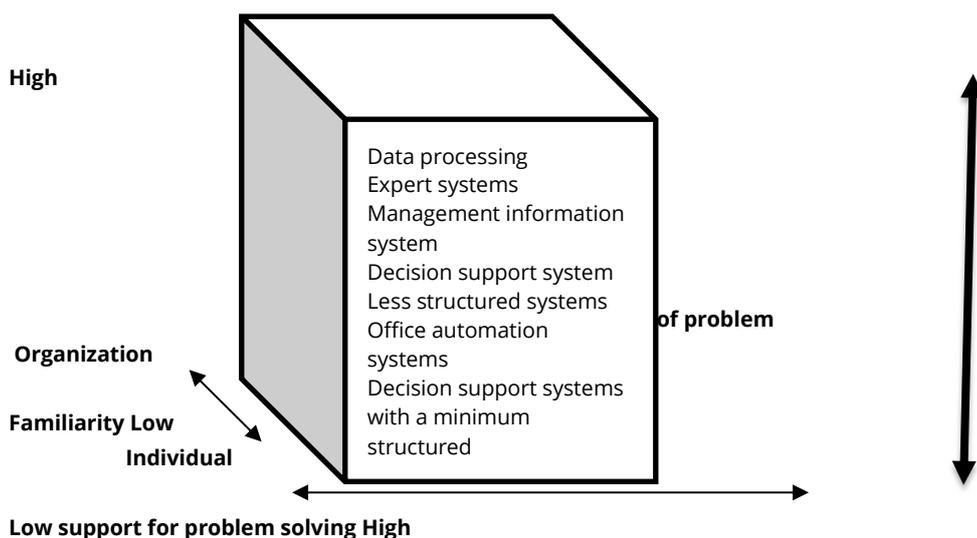


Figure 2.

Types of Automation at organization

Two main methods for the automation in the organization are traditional and modern methods, which are addressed below:

1. Traditional automation: The mean of traditional automation approach is conventional, offline and online information systems utilizing. The situation for the use of such information systems in organizations is different. In fact, how the use of these systems is directly related to the level of information technology in the organizations. In contrast to the reduced level of IT use, how to use quality information systems decline. Whatever an organization has a more cohesive and stronger antiquity, manpower, methods and organization in terms of office automation level, a more number of information system are employed with a more capabilities. In contrast, with the decline in the quality of information technology utilization, quality level of how to use information systems decline. Because, usually in the organizations start of deployment and use of information technology is along with the formation and development of

information systems. Therefore, there is a direct relationship between the development and use of these systems and the overall level of information technology in organizations. Among the weaknesses of these systems can include:

- The weakness of using modern methods and software engineering
- Dependence of manufacturing information systems on individual
- Dependence of information systems on programming environments
- Unable to control, monitor and access to system at the desired time and location (spatial and temporal constraints)

2. Modern method for automation (web based system): This method is mostly know nasal web-based systems technology given the long history of not so good progress is made profits. This knowledge is actually proper use infrastructure of web technology and is a prerequisite for the use of its major applications such as electronic banking, electronic learning, electronic marketing etc. for large

scale organizations. Some features of Web-based systems are:

- High life: the possibility of long-term use of the system (due to the investments made) due to the high adaptability of hardware and software.
- Development capability: with increase the scope of activities in terms of number of users, number of offices, number of customers, products and services, etc. investments on automation systems is performed easily and economically without stopping the ongoing activity.
- Reliability: The systems has us ability twenty-four hours a day, seven days a week. Repairs, changes, archive of old data, increase of the new reports, etc. and should not make a dent in the program.
- Performance: With the increasing number of concurrent users of the system in the peak demand

hours, or increasing the volume of data that is needed to process them, the system function is not impaired.

- Accessibility: The system provides access to all employees, managers and customers with regard to the level of access. Also allows to all the people who are somehow connected with the system to customize the space and time needed to get access to the required information.

Office automation and knowledge workers

As is shown in the figure below, different parts of the automation system has a variety of applications. Knowledge workers need basically to easy access and the ability to search internal and external knowledge. These parts are actually considered as atoll foreknowledge workers in the organizations they can with help of this facilitate and create a network of knowledge use information online and immediate.

Table 1.

Program OAS	Application
Wordmonger	Preparation of Documents
E-mail	Send and receive messages
Voicemail	Support for voice mail boxes and phone services
Image Processing (Image processing)	Online access to correspondence and other documents
A writing system	A group of people working on a document in parallel
Videoconference	Face to face communication without the distance
Comprehensive Automation	Combine documents and messages

Types of automation tools (Sarafizadeh and Ali Panahi2005)

Furthermore, experience, specialty electronically background that in the current knowledge -based organizations contribute as a memory, explicit knowledge and capital, can play an important role at management of organizational knowledge. In other word, the backgrounds are a control for activities or decisions and indicates an accountability.

Failure to manage electronic records and transactions as organizational memory means that be lost significant opportunities in extract content to support new ways of working with fasten races to information and high-quality and timely. Government agencies for several reasons need to develop infrastructure of experience and electronic records management:

1. Due to the necessity of integrating to the facilities related to 'electronic records management' and practices in newer-government systems and business processes;
2. Due to necessity to control the current situation in government agencies, because often miss ingrown-structured and non-electronic information are kept synchronized;
3. Due to the necessity of using electronic systems of electronic records management background among government agencies so that they

can be accessed and be storage and retrieval so that be maintain the credibility and integrity of them with the synchronization of electronic systems with a maintenance systems from printed record.

Thus, electronic records must be kept by management electronic devices to achieve to the benefits that an electronic government can access. These benefits are from:

1. Better and compatible development and supervision on memory organization;
2. Cooperation among the work group and organizations;
3. Converting's impel office staff to knowledge workers
4. Faster decision making;
5. Access more to information organization;
6. General Service quality;
7. Manage information as an asset by strengthening the collection, dissemination, and sharing it;
8. Promote organizational learning and understanding;
9. Reduce the cost of business operations;
10. Respond quickly to changes

Problems facing office automation

- A taste for style and routine of correspondence of organizations and companies and lack the required standards;

- Possibility of establishing a direct and trusted relationship between the two organizations;
 - Information security is an issue in the Internet or an intranet network;
 - Data transfer time in the low-speed networks
- Constraints on the implementation of office automation systems

Like another system, office automation systems have number of outstanding issues, challenges and obstacles that have confirmed different and even varied scientific research findings of it. At the same time, each has pointed out to a batch of the barriers. For successful automation is needed to several factors such as personnel, software, hardware, data, methods and procedures, organization, planning and control of administrative units, which include providing information and synchronization between them.

Make changes in the human environment, neglect some of the social relations and human in the tasks and mechanized operations, the works become complex and difficult using systems, the incidence of moral justification for mistakes were made and compared them to the system, physical problems of employees during working with the computer, turning down the mechanized systems by manager, employees, loss of information security in terms of access and the damage can be identified as the limits of implement such systems.

MATERIALS AND METHODS

Main objective of the Research

Evaluate the effect of automation systems on improve the decision making of managers in Airports Company of the country

Sub-main objectives of the study

- Identification of an automation system for informing company managers.
- Review and analysis of the results of the automation system at the company's headquarters area airports nationwide.
- Review and identify contributing factors to the success of the automation system in terms of providing relevant information such as the accuracy and time lines and accurate and being economical.
- Provide a solution to improve the performance of automation systems to exploit.

Research Questions

Main Question: Are affected the automation system on improve managers' decisions of headquarters of the country's airports company?

Sub-questions

1. Has automation system any effect on increase the correctness of decision-making by managers?

2. Has automation system any effect on timeliness of decision-making by managers?

3. Has automation system any effect on affordability of decision-making by managers?

4. Has automation system any effect on increase the accuracy of decision-making by managers?

This study is descriptive and functional in terms of purpose and in terms of data collection it is a causal - comparative study. And data gatherings done by filed method.

Research area: This study has been carried out at the level of managers of the company's headquarters located in the airports in the country who use automation system established in the set of organization, (spatial domain), and has examined the relationship between automation and improvement of management decisions (subject domain) and data is related to 2011 (time domain).

Population: Due to the limited number of target population (n = 45), the data collection was performed by total enumeration and includes whole population.

Classification of the research variables: In this research, automation system that give information and reports necessary for make decisions to managers of the company with indicators such as the number of letters issued, the number of letters received, perception, using hours be considered as independent variables and improvement of managers' decisions (staff filed of Airports Company of the country) that is measured by the dimensions of correctness, accuracy, timeliness and afford ability is dependent variable that the variables are corresponding to the hypotheses.

RESULTS

Data collection tools

Data collection tools in this study include interviews and questionnaire: Questionnaire of the present study is the results of interviews with managers and senior experts in regard to the composition and over view of questionnaire and how to design it, and is in the general form of hypotheses and research questions and using Likert package "questionnaire of attitude assessment" and it is prepared to assess managers' attitude of their ports company comprehensive automation systems and its effects on managers' decisions. Also, the sample questionnaire and previous research have used.

In the present study, validity method or conceptual validity has been used, as well as to assess the reliability of the questionnaire, a pre-test was conducted, so that the 7 questionnaires distributed and collected and reliability coefficient (of Cronbach's alpha) calculated and Cronbach's alpha is obtained as the following table that is more than 70% and is acceptable.

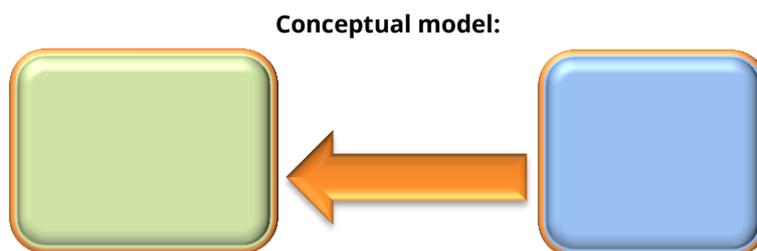


Figure 3. Dependent variable Independent variable

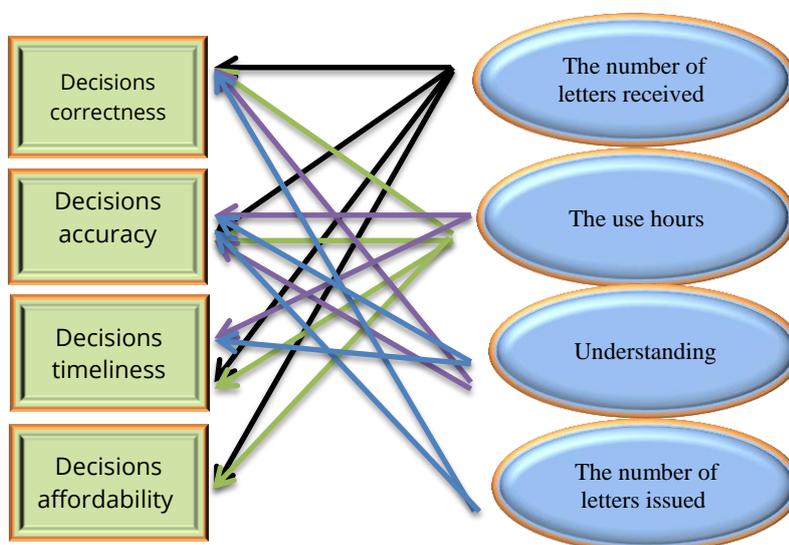


Figure 4. Dimensions of the independent variable dependent variable indices

Table 2.

Result	The Cronbach's alpha	Variable name
Is a good value	83.1%	Accuracy of decisions
Is a good value	79.8%	Timeliness decisions
Is a good value	75.5%	Affordability of decisions
Is a good value	79.7%	Correctness of decisions
Is a good value	70.9%	The number of letters issued
Is a good value	82.2%	The Number of incoming letters
Is a good value	81.1%	Hours of system use
Is a good value	80.5%	Perception System

Data analysis methods and the used statistical tests

To describe the demographic variables have been applied different descriptive statistics methods such as frequency, percentage and mean in form of tables and graphs. The subjects in this study are 45 people that are described in tables 3, 4 and 5.

Statistical Analysis:

To investigate the research hypotheses as well as the partial correlation test was used. Statistical analysis related to the research hypotheses test are summarized in the following tables:

Table 3.

Sex	
Man	87%
Woman	13%

Table 4.

Education	
Diploma	11%
Associate Degree	13%
Bachelor	62%
Master's degree or higher	14%

Table 5.

Experience	
Less than 15 years	9%
15-25 years	64%
More than 25	27%

Table 6. The First hypothesis: Office automation system has a positive effect on improve the accuracy of manager' decisions.

Test result	The correlation coefficient	Error rate	sig	Dependent variable	Independent variable	Hypothesis
The null hypothesis is not rejected	0.563	12:01	0.014	Accuracy in decision-making	The number of letters issued	The first index
The null hypothesis is not rejected	0.600	12:05	0.021	Accuracy in decision-making	The Number of letters arrived	The first index
The null hypothesis is not rejected	0.302	12:05	0.038	Accuracy in decision-making	Perception	The first index
The null hypothesis is not rejected	0.531	12:01	0.002	Accuracy in decision-making	Hours of use	The first index

Table 7. The Second hypothesis: Office automation system has a positive effect on increase of timeliness the manager' decisions.

Test	The correlation coefficient	Error rate	sig	Dependent variable	Independent variable	Hypothesis
The null hypothesis is not rejected	0.745	12:01	0.000	Timeliness decisions	The number of letters issued	The second index
The null hypothesis is not rejected	0.586	12:01	0.000	Timeliness decisions	The Number of letters arrived	The second index
The null hypothesis is not rejected	0.549	12:05	0.013	Timeliness decisions	Perception	The second index
The null hypothesis is not rejected	0.780	12:05	0.459	Timeliness decisions	Hours of use	The second index

Table 8. The Third Hypothesis: Office automation system has a positive effect on increase the affordability of manager' decisions.

Test	The correlation coefficient	Error rate	sig	Dependent variable	Independent variable	Hypothesis
The null hypothesis is not rejected	0.936	12:05	0.016	Affordability of decisions	The number of letters issued	The third index
The null hypothesis is not rejected	0.479	12:01	0.008	Affordability of decisions	The Number of letters arrived	The third index
The null hypothesis is not rejected	0.734	12:01	0.002	Affordability of decisions	Perception	The third index
The null hypothesis is not rejected	0.326	12:05	0.009	Affordability of decisions	Hours of use	The third index

Table 9. The fourth hypothesis: Office automation system has a positive effect on increase the correctness of manager' decisions.

Test	The correlation coefficient	Error rate	sig	Dependent variable	Independent variable	Hypothesis
The null hypothesis is not rejected	0.497	12:05	0.068	Correctness of decisions	The number of letters issued	The Fourth index
The null hypothesis is not rejected	0.5948	12:05	0.025	Correctness of decisions	The Number of letters arrived	The Fourth index
The null hypothesis is not rejected	0.163	12:05	0.038	Correctness of decisions	Perception	The Fourth index
The null hypothesis is not rejected	0.445	12:05	0.014	Correctness of decisions	Hours of use	The Fourth index

DISCUSSION

With regard to the main issue of this study is evaluate the effect of automation system on improve managers' decisions making (at Airports Company of the country), the results of this research are:

Automation system has a positive effect on increase the accuracy of managers' decision making.

Automation system has a positive effect on timeliness of managers' decision making. Automation system has a positive effect on increase the affordability of managers' decision making.

Automation system has a positive effect on increase the correctness of managers' decision making.

Therefore, there is no an evidence on rejects the fourfold hypothesis that are defined by the criteria of correctness, accuracy, timeliness, and affordability.

The fundamental points that the research process will never end, ever the findings of the research be considered as pilot and there is the awareness that maybe further research will proved that the results have been incorrect. (Beck, 2008)

Suggestions:

Suggestion related tithe first hypothesis (decision accuracy):

There is a favorable attitudes rather than automation system among managers. Overall, managers is considered the system that has a positive impact on organizational performance, But it is necessary for through the effective learning give more information about impact of the system in the collection of organizational functions to them. It is appropriate to increase the accuracy of managers' decisions, conceptual foundations of automation, in its most pervasive in all departments and template based on the development of organizational culture are trained to the managers.

Suggestion related to the second hypothesis (timeliness of decision making):

To improve the timeliness of managers' decisions is needed information has been available of managers quickly through other information systems for network and infrastructures of the network communications and connections related towheads well as has been developed so be possible full and comprehensive decisions soon as.

Suggestion related to the Third hypotheses are proposed to the (Affordability of decisions):

It is necessary to review work process sesame designed in such a way that has a full compliance with the automation system and the cost that is burden to the organization is minimized. Avoid from parallel affairs in secretariat systems such as creation of simultaneous of the paper and software history and significant to the history-making software.

Suggestion related to the fourth hypothesis (correctness of decision):

The first step in achieving more realistic view towards assessing the results of automation at enterprise-level will be developing effective in dicatorstoassess how to improve the tracking process of administrative reform, with deployment of the organizational development system. This requires scientific support for the organization. In addition, the indicators should be properly evaluated andconvertedtoquantitativequalitativecategoriessucha squalityassessmentsshould be carried out with

sufficient precision. Using the optima altar ammeter scan properly evaluate the accuracy of the decisions made by managers.

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