

INVESTIGATING THE RELATIONSHIP BETWEEN PARTICIPATIVE MANAGEMENT WITH EFFECTIVENESS OF STAFF

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Abstract: The aim of present research was to investigate the relationship between participative management with effectiveness of staff in Mehre-emam-Reza fund, Golestan province, Iran. Participative management is an integrated and systematic process in the organization level that including participation in goal setting, participation in decision-making, participation in solving problems and participation in the transformation to achieve organizational goals. Participative management and effectiveness motivation is one of the most effective strategies for survival in today's changing world and managers with strengthening participative management components and effectiveness of staff helps to increase productivity of their organization. The present study was descriptive – monitoring in research component and the method of data collection was correlation. The population of this study consisted of all staff (130 individual) of Mehre-Emam Reza Fund, Golestan province, Iran. The sample size in this study was 97 individuals that were selected using simple randomized method. The standard questionnaire was used as measurement tool in this study. The results showed that there was a significant and positive correlation of between participative management components with effectiveness of staff except the component of participating in changing and evolution.

Keywords: Participative management, Effectiveness, Participation in decision, Participation in solving problems.

INTRODUCTION

Participation has long been linked with human life and always has been underlie of social life and the ancient civilizations and modern human. Participation is the key to human development and is the main element of social and economic development (Ebrahimi, 1993). Management based on partnership, went public with the beginning of a new classic. This approach has been considered through creating harmony among workers in achieving organizational goals through participation in decision-making areas and it is believed that when employees are involved in the decision-making process support decision, and this will lead to increase efficiency and also the involvement of employees in the planning process determine and increase their commitment and motivation the goals and improve morale and job satisfaction and decrease attachment to manager that confirm the results of Koch and french (1960) and Kertelvin (1952) (Seyed Ameri, 2009).

Participative management is the mechanism that gives the responsibility to the groups or responsible individuals (Tousi, 1999). Participative management of human resources knows organization as one of the richest sources

that can lead to growth, development and excellence in the organization with the power of thought, creativity, innovation, commitment and accountability. On the other hand, when the person place in the situation of different events show different reactions to others (Bin and varez, 2000).

If the participation in different aspects is the underlying using opinions and effective cooperation of colleagues in the various processes can lead to motivation and thus the efficiency and effectiveness of staff (Estrais, 1996). Participative management is the model of organization decision with four definiteness and main characters. These four characteristics are: empathy, sympathy and harmony between management and employees, co-management intervention and staff in the organization, clarify goals and develop a decision culture or common responsibility (Clunk, 2002).

Theoretical introduction Participative management

Participation is an old concept that has its roots in the conduct of public affairs and religious ideas. For example, participation has been concerned based on the consultation in Islam as the "Council". The Quran clearly consults

managers should make decision in matters that require research and investigation.

Participative management was grown by working researchers like Arjeris (1955), Likert (1961), Herzberg (1968) and Lawler (1986) and with different shapes and topics continued to its life such as target-based management, recommendation system, quality improvement groups, and autonomous groups. Today, participative management is discussed as one of the elements of neoclassical theory. Organizational theory and management have been developed over the years, with the emphasis on system management including TQM (Grant et al., 1992), organizational learning (Dagson, 1993), theory of power (Brown and Lawler, 1992), industrial democracy (Darbar, 1969, Mosaddegh-rad, 2001). Participative management systems are intellectual and practical cooperation of all members of an organization with different level of organization management.

In this system, all of the organization think actively about ways to solve problems and improve efficiency, and presented it to the organization in the frame of plans and recommendations. In this way, the organization uses a system of thought and mind to achieve the goals of the organization. In fact, Management system is the type of council management system with special shape. In this system, the thoughts and creativity of all members of the organization is appreciated and it is used in making a decision. This system includes many positive outcomes that plays an important role in the process of human development (Mosaddegh-rad, 2001).

Kalank notes four key elements to participate or effective management that are as follows:

- Empathy: this means that the individual can place own in circumstances completely different and see the world as he sees.
- Evaluation: includes understanding the strengths and limitations of others and their beliefs and prejudices.

-clearness of target: as far as reaching to agreement on participative management is so difficult. Hence, this factor can facilitate this (Kalank, 2002).

Participative management is useful, except for managers, for staffs and all those who somehow deal with or benefited from its results. Numerous researches have been conducted in the field of advantages and benefits of participation in the organization. It can note the investigation of Cole et al (1992) who is the proponents of participative management of organization. Also, they by reviewing the achievements of participatory management tried to classify positive contribution of staff and the following results were obtained:

1. Participation creates the incentive for people.
2. The participation is way to coordinate individuals and organizations objectives.
3. It emphasizes on human processes (communication, teamwork, decision making and improve the quality and reducing the difference).
4. Participation emphasizes on the importance of quality and teamwork through training.
5. It provides appropriate strategy for the integration of independent tasks.
6. It provides an opportunity for people to have a fundamental role in the recovery process (Connor, 1992).

Process of evaluating participative management variables

In this study, we discuss to measure the levels of participative management in three levels of conceptual (participative management), variable dimensions that has four components, participation in goal setting, participation in decision making, participation and involvement in solving problems of change and transformation and third level, indicators of each dimension of the variable. For review and evaluation of markers, the issues presented in the second chapter were used in this study. These steps are detailed in Table 1.

Table 1. Process of evaluating participative management variable

First level	Second level	The third level
Concept	Variable dimensions	Markers
Participative Management	Staff participation in the scoping	Active participation in the formulation of objectives (Astaneh, 1987 quoted by Pour-hosseini et al., 2004), clearness of organizational goals and correct understanding of their goals and objectives for staff, clarity of objectives (Mosaddegh-rad, 2001), clarifying the objectives and scope of responsibility of the individual (Khalil-poor, 2005).

Staff participation in decision-making	Implementing decisions with participating the staff (Tadbiri and Givarian, 2005), using management from the talents and capabilities of employees in improvement work (Lawler, 2002), direct or indirect participation in decision making and suggestions system survey (Rahnavard, 2001)
Staff participation in problem solving	Common interference of management and staffs to solve problems, staff participation in problem solving (Kalank, 2004), the opportunity to comment on the management staff in order to solve the problems, the emphasis of management on collaboration and participation of staffs in an organization to solve problems in order to improve activity (Sheikh Mohammadi and Tolit-zadeh, 2001)
Staff participation in organizational change	Lack of management resistance and ideas associated with it (Hossein-zadeh, 2008), existence of incentives to promote staff participation in the development, utilization of workforce competencies to improve (Broumand, 2004), lack of management resistance to ideas leading to change (Rahi, 2004), codify programs in groups (Afejee and Nasehi-far, 2006).
Reference: Adopted from issues presented in the research literature	

Table 2. Comparison of four approaches to organizational effectiveness

Approach	Definition	When is useful
Achieve to goals	An organization is enough effective to achieve predetermined goals	When this approach is preferred that goals are clear, with specific time and measurable
Systemic Strategic stakeholders	Obtain the necessary resources.	There is a clear link between input and outputs
	Meet all the demands of the key factors to some extent.	The key factors have a major impact on the organization and the organization must realize their demands
Competing values	Emphasis on the four main areas are proportionate with interest of key elements	What that organization should emphasis on it is vague and shifting the measures in time is effective for organization

Reference: Rabbins (2009)

LITERATURE REVIEW

Kanti and Sharma (2014) performed the study entitled "emphasis on basis preparation of the organizations for the implementation of participative management". This article has been cited theoretical findings and stated that participative management is becoming an important competency for organizations and leads to organizational performance, organizational development, increase productivity and job satisfaction. Researchers emphasized that with participative management can be developed between management and staff with education and perseverance.

Thevarajah and Ratnam (2014), in a study entitled "The relationship between participative management style and satisfaction student" found out that the goal of using participative

management is to enhance individual and team productivity of organization members. Their results showed that participative management ensures the quality of education and increase productivity in educational organizations, as well. This management style increases the friendly relations, consistent with the educational objectives and student satisfaction.

Mokoena (2012) performed study entitled "effective participative management try to answer the question whether participative management affects on confidence level of university shareholder?". The findings showed that using participative management and its components increase the effectiveness and trust level of shareholders on the duties and responsibilities.

Ahsan-Zia et al (2012), performed a study entitled "participative management and job satisfaction" among faculty members of Islamabad universities. The Results of regression analysis showed that the managers and faculty communications among other factors has the greatest impact on their job satisfaction. This study showed that participative management should be replaced by the traditional structures to improve the satisfaction of faculty administrators.

Lewis (2009) says that in the past few decades, many researchers have paid much attention to the issue of organizational effectiveness and in many organizations is considered to create ability and skills of the employees to do works better in today's dynamic environment.

Stone et al (2007), in a study entitled "the impact of cultural values on admission and effectiveness of the policies and practices of human resource management "sought to determine the impact of cultural values on the effectiveness of staff. In this study, the positive impact of cultural values on human resources management policies are discussed.

Bessell et al. (2002), in an article titled "understanding the motivation tool for managers' named incentive needs of individuals as follows: Achieving technical competence, managerial competence-independence in job, security and stability-creativity- work life challenges, sense of service, motivation life style, designing effective reward system, and rewarding in organization to maximize the yield.

The results of Leveck and Jones (1996) that were performed in 63 units of Nursing in 4 hospitals, in US, revealed that units were implementing participative management style, there was high level of correlation between the staffs and there was a low level of job stress among employees. This decreasing working stress increased the quality of nursing services. Participative management led to increase job satisfaction and patients, as well.

McDaniel and Ashmos (1980) demonstrated in their study that for fulfilling Participation of all members, each membership not only should have motivation but also should have communication skill. Also, they suggested that skills or communications should contain positive and open presence in group, listening, asking question. They believed that this not only

facilitate participation but also increase the likelihood of doing effective work.

METHODOLOGY

The employed research method was descriptive – survey research. This study was correlational which was conducted as field study. The population was 130 people, including staff of the Mehre-Emam Reza Fund, Golestan province, Iran. The study sample consisted of 97 participants. In this study, the sampling was performed through simple randomized method. Researcher sent survey questionnaire to 105 in order to improve the reliability of the study and after receiving the questionnaire, some of them were removed due to be incomplete. Finally, 97 questionnaires were approved for continuing research. Two standard questionnaires were used for collecting information in order to investigate the relationship between the components of the participative management with the effectiveness of staffs.

Distributed questionnaire was consisted of three parts. The part I included questions on demographics questions such as gender, age, education and work experience. Part II included the questions related to participative management and Part III of questions was about assessing the effectiveness of participative management of staff. It was based on Likert. Before running the investigation, preliminary studies was conducted to identify possible administrative constraints and to resolve ambiguities in questionnaire. In this study, content validity was used to assess the validity of questionnaire. Cronbach's alpha was used to determine the reliability of the method. The first questionnaire was distributed among 30 individuals of statistical sample. Then, the reliability of questionnaire was approved after the study. Cronbach's alpha was calculated 0.94 for the effectiveness of staff and 0.91 for participative management questionnaires.

RESULTS

To analyze the data in this study, factor analysis was used and then, the basic model of research was studied. Finally, the hypotheses were tested. Also, to analyze the hypotheses of research, Structural equation modeling was used. In this study, the SPSS and LISREL software were used. In this study, achieved data were evaluated by descriptive statistics to determine the measures of central tendency, distribution and demographic criteria. The results of descriptive statistics are shown in the table below.

Table 3. Descriptive statistics of research variables

Research variables	Community	Observations		Mean results		Standard deviation	Variance
	Statistic amount	Min	Max.	Mean	Error		
Participation of staff in the scoping	97	1	4	3.3940	0.06533	1.03297	1.067
participation in decision-making	97	1	5	3.3850	0.07166	1.13299	1.284
participation in problem solving	97	1	5	3.4390	0.06723	1.06304	1.130
participation in organizational change	97	1	5	3.8900	0.06540	1.03401	1.069
Effectiveness of staff	97	1	5	3.5484	0.05702	0.90155	0.813

Structural equation modeling method was used to test the validity of theoretical models and to calculate research impact coefficient by LISREL software. Structural equation modeling is a very general and powerful multivariate analysis technique from multivariate regression family and rather extended "general linear model" that would allow researchers to test a set of regression equations. In the same way factor analysis, this question must ensure that the available data can be used for analysis or not? Therefore, the value of KMO was used. The results indicated the suitable correlation of data between factor analysis and sampling adequacy. Therefore, factor analysis was used according to the number KMO (more than 0.7) and a significant number of Bartlett test (sig <0.05), it can be noted that the data was suitable for the factor analysis and was qualified.

To estimate the model of the maximum likelihood method was used and to determine fit model, ratio index of the chi-square on the degrees of freedom ($\frac{\chi^2}{df}$), fitness index (GFI), adjusted fitness index (AGFI), soft indicators of fitness (NFI), soft unsettled fitness index (NNFI), root mean square error of approximation (RMSEA) were used. Data in Table 3 present the direct and significant correlation coefficients of model hypotheses.

Also, the result presented in Table 4 shows that the direct and indirect relationships between research variables in the final model of research that demonstrates the direct relationship between the variables.

Table 4. The results of the direct correlation and significant coefficients of model hypothesis

Path	Sign	Path coefficient	Sig.	Test result
Participation in the scoping - Effectiveness of staff	ES---PG	0.19	3.14	Accept
participation in decision-making - Effectiveness of staff	ES --- PD	0.20	2.89	Accept
participation in problem solving making -Effectiveness of staff	ES --- PP	0.16	2.54	Accept
participation in organizational change - Effectiveness of staff	ES --- PT	0.10	1.57	Refuse

Table 5. The total relationship between the variables in the research model

relationship	direct relationship	indirect relationship	total relationship
ES on PG	0.19	0.17×0.29=0.05	0.24
ES on PD	0.20	0.27×0.29=0.08	0.28
ES on PP	0.16	0.19×0.29=0.06	0.22
ES on PT	-----	0.41×0.29=0.12	0.12

According to Table 4 can be said that path coefficient of participative relationship was 0.19 to the target and effectiveness of staff. T-statistic for this coefficient was 3.14, so, there was a significant and positive the correlation between targeting in participation and effectiveness of staff. Fitness model showed that path coefficient was 0.20 for the relationship between participation in decision-making and effectiveness of staff. T-statistics was 2.89. Therefore, the sixth hypothesis of research was confirmed. In other words, there was a significant and positive correlation between the participation in decision-making and effectiveness of staff.

According to Table 4, path coefficient of participative relationship was 0.16 to solve problems and effectiveness of staff. T-statistic for this coefficient was 2.54. So, there was a significant and positive the correlation between solving problems and effectiveness of staff.

As can be seen in Table 4, the path coefficient was 0.10 for the relationship between the number of employees participating in the transformation and effectiveness of staff. T-statistic was 1.57 for this coefficient. Hence, the eighth hypothesis was not confirmed in this study. In other words, there was not significant effect between participation in the transformation and effectiveness of staff.

DISCUSSION AND CONCLUSION

According to test the results of four hypotheses, can be easily found that participative management and its components except one component had significant and direct relationship with the effectiveness of staffs. By implementing this style in organization can improve the effectiveness of staffs. Increasing the effectiveness of the organization's staff also has a positive effect and can serve as an incentive to increase the productivity of the organization. Therefore, this style can be the key to success in many international organizations and institutions. The findings of present research are quite consistent with the results of other researchers such as; Eyvaz-zadeh (2010), Tayebi et al (2012), Aghaii and Aghaii (2013), Abili et al. (2014), - Stone et al (2007), -Lewis (2009), - Mokona (2012) and Wanti and Sharma (2014).

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