



Participative Management and Job Satisfaction

الإدارة التشاركية و الرضا الوظيفي

By:

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Dedications:

- To my great parents:

A special feeling of gratitude to my loving parents, *Imad Fanousse* and *Tamam Diab* whose words of encouragement and push for tenacity ring in my ears. Thanks for your endless love, support and encouragement all the way since the beginning of my studies and for giving me strength to reach for the stars and chase my dreams. Thank you for giving me a chance to prove and improve myself through all my walks of life. I am honoured to have you as my parents. I love You so much.

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Abstract:

Company x, which is a semi-governmental company in Abu Dhabi/UAE, is facing an issue with employee dissatisfaction since the employees' work needs and expectations are not being recognised by the management of company x. This employee dissatisfaction issue is considered as a critical issue since it is risking company x health by its negative consequences. The main consequences that has been realised from employee dissatisfaction issue are burnout, increased employee absenteeism, and staff turnover. A recent statistics conducted in company x showed that the turnover of the employees in company x has been increased by 20% and the absenteeism has been increased by 30%, in 2012.

Thus, this research aimed to reduce this issue by implementing the concept of participative management to manage the human resource of company x effectively. An extensive literature review was conducted to study the concept of participative management and job satisfaction. The different dimensions of participative management along with the various dimensions of job satisfaction were investigated. Then, the main motives behind implementing participative management along with the diverse effects of participative management were presented. And the relationship between participative management and job satisfaction was shown.

Quantitative research methods was conducted to collect data from the operational level employees of company x, and the technique of questionnaire was used to examine the relationship between the attributes of participative management and the attributes of job satisfaction. It was found that the participative management with its independent variables (autonomy, inspiration to handle complexity of work, and social content) correlate with job satisfaction variables which are task significance, career development, and communication and the findings concluded that participative management with its different attributes has a positive, significant and strong relationship with job satisfaction with its different attributes.

Based on the data analysis, a number of important recommendations were proposed to be implemented in company x in order to increase the employees' satisfaction. The proposed recommendations include integrating the principles of participative

management to company x values and encourage the top executives to be more open and potentially participative, sponsoring trainings and workshops for all its managers about the participative management technique and its best practices, and involving operational level employees in the process of goals settings, process of decision-making, process of problem-solving, as well as process of company changes so as to increase the task significance of the employees work and boost their career development and communication within the company. All in all, the recommendations form a comprehensive package of a proven management technique that reduce the problem of employee dissatisfaction in company x.

تمهيد:

شركة (س) ، وهي شركة شبه حكومية في أبو ظبي / الإمارات العربية المتحدة ، تواجه مشكلة مع استياء الموظفين حيث أن إدارة الشركة لم تأخذ بعين الاعتبار احتياجات الموظفين و توقعاتهم. الجدير بالذكر أن قضية استياء الموظفين و عدم رضاهم الوظيفي، قضية حرجة لأن نتائجها السلبية تؤثر على صحة الشركة (س). فمن العواقب الرئيسية التي قد تنتج من مسألة عدم الرضا الوظيفي هي: التوتر ، وزيادة تغيب الموظفين، و استقالة الموظفين. وقد أظهرت الإحصاءات الأخيرة التي أجريت في الشركة في عام 2012 بأن معدل استقالة الموظفين من الشركة قد زادت بنسبة 20% و تمت زيادة التغيب عن العمل بنسبة 30%.

وبالتالي، يهدف هذا البحث للحد من مشكلة استياء الموظفين عن طريق تطبيق مفهوم الإدارة التشاركية الذي يساهم بشكل فعال في إدارة الموارد البشرية في شركة (س). حيث يعرض العمل الأدبي للبحث مفهومين موسعاً لدراسة مفهوم الإدارة التشاركية والرضا الوظيفي. وقد تم التحقيق في الأبعاد المختلفة للإدارة التشاركية مع مختلف أبعاد الرضا الوظيفي. كما و أنه قد تم عرض الدوافع الرئيسية وراء تنفيذ الإدارة القائمة على المشاركة جنباً إلى جنب مع الآثار المتنوعة للإدارة التشاركية لتوضيح العلاقة بين الإدارة التشاركية و الرضا الوظيفي.

وقد أجريت أساليب البحث الكمي لجمع البيانات من موظفين المستوى التشغيلي للشركة (س) ، وقد استخدم الاستبيان كأداة البحث الرئيسية لدراسة العلاقة بين سمات الإدارة التشاركية و سمات الرضا الوظيفي. وقد تم التوصل إلى النتيجة و هي وجود علاقة و ارتباط ما بين متغيرات الإدارة التشاركية (الحكم الذاتي ، المقدره على التعامل مع تعقيدات العمل ، و المحتوى الاجتماعي) و متغيرات الرضا الوظيفي والتي هي أهمية العمل ، والتطوير الوظيفي ، والتواصل. و قد توصلت النتائج في هذا الصدد إلى أن الإدارة التشاركية و سماتها المختلفة ترتبط بعلاقته طرديه و إيجابيه مع الرضا الوظيفي و سماته.

استناداً إلى تحليل البيانات، تم اقتراح عدد من التوصيات الهامة للشركة (س) من أجل زيادة رضا الموظفين. وتشمل التوصيات المقترحة دمج مبادئ الإدارة التشاركية مع قيم الشركة (س). كما أكدت التوصيات المقترحة على تشجيع كبار المسؤولين التنفيذيين ليكونوا أكثر انفتاحاً و مشاركة في الإدارة و القرارات، كما و راعت المقترحات الجانب التدريبي وورش العمل لجميع مديري الشركة ليتم تعريفهم بأسلوب الإدارة التشاركية وأفضل ممارساتها، بالإضافة إلى ذلك، تم اقتراح إشراك موظفين المستوى التشغيلي في عملية بناء أهداف الشركة وإعداداتها، عملية صنع القرار، و عملية حل المشاكل، و عملية إعداد التغييرات في الشركة وذلك من أجل زيادة أهمية العمل الوظيفي في نظر الموظفين من أجل تعزيز التطور الوظيفي والتواصل داخل الشركة. بالمجمل، تشكل مجموعة التوصيات المقترحة نظرة شاملة من التقنيات الإدارية للحد من مشكلة عدم الرضا الوظيفي في الشركة (س).

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Chapter1: Introduction

1.1 Background:

In today's vastly competitive market and business environment, human resources, with their knowledge, experiences and skills, are considered one of the highly important assets for every organisation and every individual project. Employees' job satisfaction is considered as a significantly important topic in the field of organisational behavior due to the evidence which demonstrates that higher employee satisfaction leads to higher productivity (Gruneberg, 1979; Herzberg et al., 1959; Judge et al., 2001; Schultz, 1973). However, managing human resources in a way that keeps them satisfied about their overall work surroundings is becoming a significant challenge for most of the organisations. Moreover, implementing effective human resources, and motivating employees in order to drive all their actions and behaviors toward attaining organisational targets and goals are considered one of the management and leadership challenging issues. In this regards, participative management has been introduced as an innovative management or leadership strategies, tools or techniques that aid in increasing employees' job satisfaction and enhancing the organisational performance.

Participative management is one of the human resources management strategies that is pursued by the management to manage their employees in the aim of achieving better and higher organisational performance. Participative management, if appropriately understood and implemented, it would add plentiful rewards to the organisation and the management who would accordingly realise multiple objectives in human resource management and organisation performance (McConkey, 1980). Due to the prominence of the employees' job satisfaction and organisation performance, researchers in public administration as well as government agencies have emphasised the participative management as one of the effectual human resources management strategies (deLeon and Taher, 1996; Rago, 1996; Ting 1996; GAO, 1999).

A great number of researchers have been interested in studying the concept of participative management together with the concept of job satisfaction and figuring out how participative management could be pursued as a management style by the management in the aim of increasing employees' job satisfaction. However, an added

value is discussed in this dissertation to the participative management and job satisfaction literature.

In this dissertation, the case of company x has been considered in examining the effect of participative management style on job satisfaction. Company x is a semi-governmental company in Abu Dhabi city, which is the capital of United Arab Emirates (UAE). Company x is an industry well-known market leader in the region of UAE for Information Technology. Company x serves a various kinds of clients and has established a wide portfolio of competences to effectively address the most demanding technology challenges for any organisation's in the UAE. Company x supports clients in accomplishing their vision as well as assisting them to only emphasis on their own core business. Company x is a joint venture between Mubadala Development Company along with Hewlett Packard (HP). Accordingly, company x adds on its local proficiency and manifestation combined with a global technology partnership network as well as regional experience in order to continue developing market leading services to encounter today and future changing requirements of the UAE organisations.

In order that company x attain its vision and mission, a great attention should be paid in managing its human resources since they are considered the most valuable asset and are the main sources of its success and recognition in the market of UAE.

However, recently, company x is facing a critical issue relating to the human resources management. Most of company x employees are perceiving that their job is not meeting their needs and wants. This accordingly resulted in creating a state of dissonance which consequently increased the employees' absenteeism and turnover. In this regard, participative management style will be introduced and studied as one of the effective solution which company x could pursue in order to resolve its employees' job dissatisfaction issue.

1.2 Research Problem:

Recently, company x is facing a critical issue in managing its human resources. The problem is that most of the employees working in the operational level are not satisfied about their job since their work needs, wants and expectations are not being met or even recognised by the management of company x. According to a recent statistics on the employees turnover and absenteeism rate for the year of 2012 made in company x, it was shown that the percentage of the turnover of the employees in company x has been increased by 20% and the absenteeism has been increased by 30%. These percentages are considered high and shows that the employees' dissatisfaction about their work in company x led them to turnover or to increase their fake sick leaves or absenteeism. This employee dissatisfaction issue is considered critical because the presence of dissatisfied employees is risking company x health by its negative consequences such as burnout, increased employee absenteeism, and staff turnover.

In company x case, most of the employees mainly in the operational level are not satisfied. Furthermore, as a consequence of employees' absenteeism, the new hiring cost increased and created a substantial load on company x management through sick leave costs, the stability of supervision treatment is being disturbs, and coworkers who cover the work of the absent employees are being stressed out and anxious most of the time. In addition, turnover produced the same issues that are generated by absenteeism and much more since replacing staff has a higher cost that add more pressure on the company x budgets, as well as turnover leads to the involvement of inexperienced employees who usually generates mistakes due to their lack of experience. In addition to all of the above, dissatisfied employees bring negative effect and non-favorable work values leading to reduce company x efficiency as well as productivity.

Thus, employees dissatisfaction issue is creating a hindrance for company x to achieve its short-term along with long-term goals and targets since these targets and goals cannot be achieved without the fully commitment of the employees to company x which raises a critical question of what is the effect of participative management on employees' job satisfaction?

1.3 Aims and Objectives:

The main aim of this research is to study the concept of 'Participative Management' as one of the human resources management strategies to explore its relationship with employees' job satisfaction. The followings are the main objectives of this research:

- Study the concept of participative management and job satisfaction in the context of an IT organisation.
- Explore the effects of participative management on the job satisfaction.
- Develop a set of recommendations to enhance job satisfaction using participative management as a management strategy.

1.4 Research Scope:

This particular research paper is targeting the human resources in company x which is one of the semi-governmental company in Abu Dhabi city, the capital of the UAE. Company x is an IT outsourcing company, that has above 800 employees distributed over different clients. Company x serves a various kinds of clients and has established a wide portfolio of competences to effectively address the most demanding technology challenges for any organisation's in the UAE. Company x supports clients in accomplishing their vision as well as assisting them to only emphasis on their own core business. Company x is a joint venture between Mubadala Development Company along with Hewlett Packard (HP). It should be noted that this research will only study the perception of the employees working in the operational level on participative management style and its effect on their job satisfaction. The study is targeting the employees who are working in the operational level and distributed over 6 different clients of company x.

Chapter 2: Literature Review:

2.1 History of Participative Management Concept:

Since the Second World War, participative management, theory along with practice, has not been a strong emphasis (Koopman and Wierdsma, 1998). Post-war renovation dominated labor relations till the 1950s; the main effort was to reestablish The Netherlands and to obtain a position within the international market. In the 1960s, a considerable change occurred in labor relations, besides, the emphasis moved from increasing the size of the pie to how the pie was to be split (ibid). The new generation, who were much more educated without the experience of the Second World War, the depression years, stressed on having hierarchical relations. As a result, the late 1960s and the beginning of 1970s were dominated by a rearrangement in social relations (Koopman and Wierdsma, 1998). Work consultation was largely assessed on its effect on the labor relations and power relation, and was significantly approached in The Netherlands since work consultation was conceived as an endeavor to achieve democracy (ibid). However, the results which were found on this dimension were unsatisfactory (Koopman and Wierdsma, 1998). The international economic crises in the 1970s triggered a switch of the interest toward increasing the size of the pie once again (Koopman and Wierdsma, 1998). As a result, leadership and entrepreneurship were positioned in a dissimilar light; moreover, the concepts of “Poised for action” in addition to “purposive” come to be standard concepts (ibid). Furthermore, a strict hierarchical relationship between managers, who drove out the crisis, and their employees turn to be acceptable once again (Koopman and Wierdsma, 1998).

However, high degree of employee commitment to the organisational aims and goals seemed to be essential as a result of the market relations and the growing needs for flexibility as well as high quality of work (Koopman and Wierdsma, 1998). Employees’ participation in the decision-making process in the organisation was increasingly conceived as a strategic asset (Wilkins and Ouchi, 1983). According to Cole (1979), numerous American and European companies presently are facing severe complications competing on the global market with companies in developed countries, mainly Japan. The contribution of Japan which emphasis the social order, focused on

the importance of the bond between social policy along with economic success (Lodge and Vogel, 1987).

Consequently, some companies are silently testing innovative approaches in order to convert the traditional hierarchical relationship among management and labors (Lawler, 1982). In the anticipation that the greater involvement of the employees in the company's decision-making processes along with problem-solving processes will eventually improve efficiency, morale, as well as employees' satisfaction (Lawler, 1982). Thus, participative management becomes one of the main focuses of attention in many researches (Wilkins and Ouchi, 1983). And it is still a dominant subject of research in the organisational sciences (Heller et al, 1988).

2.2 What is Participative Management?

Participative management is one of the human resources strategies that have been studied in order to enhance the organisational performance and productivity (Linda and Taher, 1996). Participative management has been supported by a great number of researchers as the logical approach toward leading the work force (Linda and Taher, 1996). A number of scholars defined the participative management as an approach where decision making power or influence in decision making is significantly shared between individuals who are hierarchically unequal (Shagholi et al, 2011; Locke and Schwirger, 1979; Wegner and Gooding, 1987). Oosthuizen and Du Toit (1999) declared that participative management can be described as an arrangement involving employees as enthusiastic co-producers of a superior upcoming.

Traditionally, theories in management has stressed on the significance of the participative management in coordinating the human relationships within the organisation in the aim of enhancing the development of the human resources as well as the productivity of the organisation (Argyris, 1957; Bennis, 1966; Herzberg, 1966, 1968; Likert, 1967; Maslow, 1954). Moreover, participative management is conceived by other management theories as a moral and ethical imperative, considering the quality of life movement as a means to enhance fundamental motivation, and aid employees to feel better about their job (Spreitzer et al, 1997).

Through a sensible application of participative management, managers make decisions via utilising the collective proficiency, knowledge, and wisdom of their subordinates

(Lichtenstein, 2000). Wegner added that participative management practices tries to balance the participation of the managers and their followers in performing several activities for example; information sharing and processing, making decisions, solving problems, and designing procedures activities (1994). Gono (2001) mentioned that managers who pursue participative management style have complete trust in their employees, and most of the decisions are made throughout group involvement and participation. Though most of managers find it difficult to change, however; successful manager think that considerable participation in organisation should be the most influential approach for scheming executing enduring change in organisations (Gono, 2001).

Managers' reaction toward participative management differs from indicting it as a proper approach to improper approach (McCONKEY, 1980). According to McCONKEY, most of the in-depth arguments turn out to be impossible due to the absence of consistency as to the meaning of the words (1980). McCONKEY added that, mostly, those managers who criticise participative management will openly confess that their opinions are dependent on their past experiences in which they didn't experience success while practicing what they called as being participative management (1980). Thus, McCONKEY offered a practical definition which defined participative management as a decentralised team tactic for managing in which individuals are provided with the maximum practical autonomy to define or affect their jobs as they assist in fulfilling the needs of the organisation (1980). In practice, this definition involves the followings (McCONKEY, 1980):

Responsibility: Have the right to be heard in deciding the job content as well as its scope or parameters.

Accountability: Have the right to be heard in deciding objectives to be accomplished.

Planning: Perform or being involved in planning process.

Authority: Have the right to be heard in deciding authority for them.

Decision making: Decisions are made at the lowest level in a way that all of the employees' knowledge and competencies that are required to make the decision collaborate.

Sashkin (1984) recommended that in order to understand the concept of participative management, it is more beneficial to bear in mind four general scopes of participation:

First, employees can participate in setting the organisation goals and objectives; second, employees can contribute in making decisions as well as selecting from different course of actions; third, employees can take a part in solving problems which is a process that contains the declaration of issues, the production of the different courses of action, along with the selection between the alternatives; finally, employees can participate in making changes within the organisation which is called “Organisation Development endeavors”. Sashkin mentioned that these four broad areas of participation are neither pure nor mutually exclusive; for instance, organisation development project can contain problem solving, decisions making, also goals setting endeavors along with activities which focus on a particular change issue (1984).

Accordingly, employees can participate at any or all of the mentioned four participation areas through three primary methods stated by Sashkin (1984) as the following;

- 1- Employee can participate to make decisions on his/her own or develop his/her own goals.
- 2- Employee can participate directly with the manager as a part of a manager-employee pair or in a group or team.
- 3- Employee can participate as members of a group, along with a manager and colleagues

This basic framework which is consist of four broad areas and three methods may give researchers certain complexity, yet managers appear to realise that this framework makes practical logic (ibid). Despite the fact that some framework is essential to discuss participative management, logically, this framework is extremely less significant than understanding the effects of participative management (ibid).

2.3 Participative Management: A Multidimensional Construct

Since that the participative management has become a well-liked subject, many definitions and descriptions of the term have been increasingly proposed and grown differently (Somech, 2002). Participative management, similar to numerous constructs in the social sciences, appears to be a multidimensional construct that is hard to be defined (Somech, 2002). One of the current reviews of participative management researches demonstrated that the majority of the researches have stressed on a particular dimension of participative management, yet no research has incorporated these diverse dimensions into a multidimensional concept (Koopman and Wierdsma, 1998; Yukl and Fu, 1999). Somech mentioned that the approach of studying participative management as a multidimensional concept could allow a further comprehensive perception of the nature of participative management (2002). According to Somech (2002), the major dimensions of the participative management are as the following;

2.3.1 Structure:

According to many researchers, participative management can range from a formal to an informal structure (Cotton et al, 1988). Participative management systems with formal structure have obvious rules and procedures about who participates, what decisions are exposed to participation, in what way the participation happens, and so on (Taylor and Bogotch, 1994). On the other hand, participative management that is informally structured have very few clear rules and procedures about who should participate, what decisions should be exposed to participation, or in what way participation should be done (Nightingale, 1981; Strauss, 1996). Certain indication recommends that formal structures involve higher extents of participation than informal structures (Strauss, 1996).

2.3.2 Form of Participation:

Researchers have discussed that the form of participation is another significant dimension of participative management (Dachler and Wilpert 1978). The direct forms of participation permit participants to contribute directly in the decision-making process and provide his or her own views, information, and preferences directly to the other members involved in the decision (Cotton et al, 1988). On the other hand, the indirect forms of participation include limited number of individuals who are selected, revolved,

or assigned as representatives (Black and Gregersen, 1997). As individuals can directly provide their information, preferences, as well as views to the representative, this representative is the only one who can interact openly with other representatives in the decision-making process (Black and Gregersen, 1997). Nightingale (1981), in one of his studies that inspected this dimension, illustrated that the direct forms of participation are more likely to involve higher degrees of contribution and participation than the indirect forms of participation.

2.3.3 Degree of Participation:

Several researchers have focused on “degree of participation” as a significant dimension of participative management (Somech, 2002). Many of those researchers suggested that a superior could request a subordinate to participate to various degrees, from full participation to exclusion (Dachler and Wilpert, 1978; Vroom and Yetton, 1973). As illustrated by Somech, typical researches have been conceptualised the degree of participation in terms of a continuum, as the following (2002):

1. Autocratic participative management: Information regarding the decisions is not given to the subordinates, only superior takes the decision on his/her own.
2. Information sharing: The superior makes the decision on his/her own by the collective data gained from subordinates.
3. Consultative participative management: The superior discuss the problem with the subordinate. The subordinates provide their ideas and suggestions regarding the problem. Accordingly, the superior takes the decision that may or may not reflects the subordinates’ contributions.
4. Democratic participative management: The superior discuss and share the problem with his/her subordinates. Superior along with his/her subordinates investigate the problem and reach to a jointly satisfactory solution.

Many studies on organisations have provided inconsistent outputs on the relationship between the subordinates’ level of participation and subordinates’ satisfaction and performance (Graham and Verma, 1991; Jenkins and Lawler, 1981; Alutto and Belasco, 1972; Conway, 1984; David, 1989). According to Taylor and Bogotch, the above inconsistency might show that only requesting participants to rate the extent to which they participate may cover the real diversities in the insights about participation (1994). For instance, one participant could evaluate it as full participation while it only

indicates consultation; another participant may conceive his/her participation as full participation while his/her participation only indicates democratic participative management (Somech, 2002). Thus, as mentioned by Somech, it is important to distinguish the extent of participation (which are autocratic participative management, information sharing, consultative participative management, and democratic participative management) from the degree of participation (which is from seldom to always) (2002).

2.3.4 Rationale:

The importance of rationale dimension of participative management is that it basically answers the question, “What is the justification for participative management?” (Dachler and Wilpert, 1978). The motives for participative management can generally be categorised into two fundamental rationales, the first rationale is characterised as *humanistic* or *democratic* (Locke and Schweiger, 1979). Basically, humanistic or democratic rationale claims that people should have the right to participate and contribute in determining the decisions that have an impact on their lives (Koopman and Wierdsma, 1998). Moreover, it indicates that individuals have the capability, or as a minimum the latent, to participate intelligently (Erez, 1993; Koopman and Wierdsma, 1998; Margulies and Black, 1987). The second major rationale has been characterised as *pragmatic* or *human relations*. This rationale proposes that participative management is a powerful technique to attain higher valued organisational outcomes such as; productivity as well as efficiency (Margulies and Black, 1987).

2.3.5 Decision Domain:

Some scholars have mentioned that decision domain is an additional dimension of participative management (Cotton et al, 1988; Margulies and Black, 1987; Miller and Monge, 1986). Scholars defined participative management as encompassed of two main domains of decisions (Duke and Gansneder, 1990; Herriott and Firestone, 1984; Schneider, 1985). First is the technical or operational issues, for instance work job design and working situations; second domain is the managerial issues, such as strategy related matters, capital distribution, as well as investment issues (Cotton et al, 1988; Margulies and Black, 1987). Several researches recommended that both of the satisfaction and decision quality of the participant is, relatively, a function of expertise

and knowledge that individuals implicated into the decisions related to a certain issue (Derber, 1963; Maier, 1965; Vroom, 1973).

2.3.6 Participation Target:

Researches, which assumed the multidimensional approach of participative management, stressed on recognizing the organisational situations under which superiors vary in their level of participation (Somech, 2002). Comparatively, a small number of researches have explored the way superiors adjust their level of participation with respect to diverse subordinates (ibid). The participation target dimension relates to particular subordinates' characteristics that influence the degree of participation (Somech, 2002). The Leader-Member Exchange theory seems particularly applicable for clarifying the way in which superiors alter their level of participation across their subordinates (ibid). Graen and Uhl-Bien discussed the Leader-Member Exchange theory that explained how the role-making processes as well as social exchange concerning superiors and their subordinates influence the grow of the dyadic relationship between the superiors and their subordinates over time (1995). Somech (2002) discussed that when the exchange relationship between superiors and subordinates involves mutual trust and loyalty, subordinates are assigned additional responsibilities and discretions. Numerous studies recognised specific subordinates' characteristics that influence the superiors' choice of participation (Leana, 1987; Yukl and Fu, 1999). For instance, Yukl and Fu (1999) figured out that subordinates' abilities, skills, knowledge, experience, job level, goal equivalence, time in addition to the superiors, all together, decide the level of participation.

2.4 Motives for Participative Management:

Many studies have observed a positive, although sometimes weak, correlation between participative management style and matters like; personnel motivation, personnel satisfaction as well as work performance (Heller et al, 1988; Rooney, 1993; Miller and Monge, 1986). According to a survey which was distributed among the executives of a 70 of the biggest companies in U.S, in order to explore the executives' view about the participative management, it was found that the majority of the executives responding believed that the employment of the participative management style would be effective approach to lead the employees positively (Crane,1976). As discussed by Crane, a number of executives who strongly support participative decision-making pointed out the benefits which they believe that they will achieve when successfully implementing participative management, such as (1976);

- It has a vital influence in the management development.
- It assures commitment to action.
- It supports employee's understanding about the reason of each decision before it is made.
- It collaborates experts' knowledge to contribute when decisions are made.
- It increases the validity of the final decision because it will be made after having more possible valid viewpoints involved from people closest to the situation.
- It boosts and encourages the interest, motivation, self-esteem and enthusiasm of the subordinates.

According to many researchers, the motives for participative management can generally be categorised into three main categories as the following (Erez,1993; Heller et al.,1988, Lammers,1973;Long and Warner, 1987);

- Participation as an essential right for the employees.
- Participation is important in order to return greater commitment as well as better work performance from the employees.
- Participation is a key to apply healthier coordination and control over organisation operations.

2.4.1 Participation as an essential right:

Participative management is obviously realised in the context of co-operative determination and industrial democracy which is influenced by the redistribution of power inside the organisation (Poole, 1986). Participative management is conceived as a vital value itself (Koopman and Wierdsma, 1998). In other word, expressing an opinion or a point of view about a matter concerning one's own work and its perspectives considered as a right or as an obligation to every employee (Lammers Szell, 1989). As a result, much legislations have been made, in many countries like; Netherlands, in order to attain participation in organisation's different decisions; moreover, multiple experiments have been conducted to test the effectiveness of participative management (De Man, 1988). It was proven by many experiments that any type of participation can only be beneficial and effective if only it fits within the situation and add a contribution to the business processes and operations (De Man and Koopman, 1984). Consequently, more attention was dedicated to the aspect of formalisation, in which forms of participation like work consultation were implemented through extensive regulations to protect the less powerful positions as much as possible (Boisot, 1987). However, the economic recession in the 1970s, where most of the companies were under pressure because of the increasing market demands, proposed many changes that negatively affected the support for participation as a right (Koopman and Wierdsma, 1998).

2.4.2 Greater commitment and Higher performance:

Participative management is a motivational program for securing employees' commitment and improving their performance (Crane, 1976; Cotton, 1993). One of the main aspects and reasons behind the proposal of participative management is improving the quality of the working life (Koopman and Wierdsma, 1998). Participative management enhances the quality of work by the best utilisation of the employees' knowledge and experience to attain the optimal decisions (Davis 1977; Heller, 1988, Likert, 1967). In the participative management, the task is enriched and the working groups are reformed to be semi-autonomous units, in the anticipation that the working climate will improve, commitment will rise and performance will boost (Davis 1977; Koopman and Wierdsma, 1998). Moreover, it is also expected by other publications that participative management will generate expertise and utilisation of capabilities by the best utilisation of the employees' knowledge and experience (Heller and Wilper, 1981;

Koopman and Wierdsma, 1998; Likert, 1967). Thus, participative management is considered as a mean to deliver qualitatively optimal decisions and optimal implementation of these decisions (Koopman and Wierdsma, 1998).

2.4.3 Better coordination and control:

Some of the management tools or leadership styles can be utilised to encourage greater commitment and superior coordination and control of the work processes (Koopman, 1991). Participative management is one of these management and coordination tools and mechanisms, and also considered one of the leadership styles which a leader can adopt (Johnson and Gill, 1993). According to Koopman and Wierdsma, participative management has two sides like a coin (1998). Whether making use of participative management will enhance the productivity of the organisation based on the type of the organisation, the work environment, the fundamental technology, the task content, and the organisational culture, views, as well as values (Koopman and Wierdsma, 1998; Mintzberg, 1979; Deal and Kennedy, 1982; Hy, 1985). Furthermore, the different sorts of coordination mechanisms applied in the organisation alter the effectiveness of participative management tool, for example, the adhocracy with its dynamic and continues changing environment requires further fine alteration in addition to consultation than the mechanistic bureaucracy which is more routine and predictable environment and coordination is taking place by the set of organisational rules and legislations (Koopman and Wierdsma, 1998). However, the involvement of participative management in bureaucracy is commonly modest and it is only serve as a 'non-interment' channel of communication (Koopman and Wierdsma, 1998; Sassoon and Koopman, 1988).

2.5 Effects of Participative Management:

There are numerous reasons behind the interest of organisational behavior researchers about participative work (Crouter, 1984). Walton (1974), who is the advisor for the well-known Topeka, Kansas General Foods plant where employees work in semi-independent teams, recommended that participative management can restructure the widespread worker isolation and dissatisfaction issue. Meek and Whyte (1980) investigated the success of diverse participative settings implemented in one of the towns located in New York State, mentioning instances of improved productivity which resulted out from sharing the responsibility of resolving the problems between the managers and their employees. Meek and Whyte added that through the participative management a company can provide a knowledge base to its employees to contribute in building up cost cutting strategies, bidding fruitfully on new jobs, as well as resolving complicated issues and problems. Furthermore, Blumberg (1968), who assessed the literature on participative work, determined that participative management has a positive correlation with job satisfaction.

As a result of the growth of participative management concept throughout the 1960s and 1970s, the number of studies and researches about its effects increased accordingly (Koopman and Wierdsma, 1998). Initially, the research documents were more theoretical and normative; then, the practical studies increased, recording mainly positive outcomes (Blumberg, 1968; Lowin, 1968). Most authors and researchers were more critical on their researches; particularly on the methodological and procedural grounds (Wagner and Gooding, 1987). It was found that participative management has a great influence on the employees' performance, productivity as well as job satisfaction.

2.5.1 The effect of participative management on job satisfaction

Among the history, most of the management theories concentrated on the importance of managing and coordinating the organisation's human resources in the aim of enhancing the productivity as well as improving the development of the human resources (Bennis 1966; Likert 1967; Maslow 1954). Human motivation and its influence on employees job satisfaction and productivity was one of the main focus of a number of scholars who have done researches on the participative management (Likert 1967; Spreitzer et al, 1997; Pascale and Athos, 1981). Participative management is a

process where the involvement of the managers and their subordinates in the organisational activities, such as decision-making, information processing, and problem solving activities, is almost balanced and fair (Wagner, 1994). Corresponding to the study on participative management, it has emphasised that there is a correlation between participative decision-making and employees job satisfaction since multiple scholars have revealed that participative decision-making is useful for improving employees' mental health and job satisfaction (Cotton et al. 1988; Miller and Monge 1986; Spector, 1986;). Although, there is a number of arguments that disagree with the positive relation between the participative decision-making and employees' job satisfaction since this relation could be nonlinear and dependent on individual along with situational variables (Daniels and Bailey, 1999; Daniels and Guppy 1994).

However, other authors argued that the concept of empowerment is originated from the theories of participative management (Spreitzer et al, 1997). Those authors believed that the basic motive of participative management is the enhancement of the employees' performance and job satisfaction when managers share the power of decision-making with their employees (Spreitzer et al, 1997). Authors added that, increasing employees' satisfaction, improving employees' self-motivation, along with aiding employees to feel better about the work they do are considered the fundamentals of the quality of life movement (Spreitzer et al, 1997). Thus, job satisfaction was one of the initial expected consequences of participative management. Most managers as well as researchers trust the relationship between participative management approach and subordinates' job satisfaction and trust that participative management increases the job performance among the company (Jackson 1983; Peterson and Hillkirk, 1991). It was suggested by a number of researches on the public-service motivation that public managers and policy makers should let their subordinates to be a part of the decision-making processes in order to enhance public-service motivation (Brewer et al, 2000).

2.5.2 The effect of participative strategic planning process on job satisfaction

According to a survey distributed to a number of state agencies, it was found that 60% of these agencies were engaged in some form of strategic planning (Berry and Wechsler, 1995). Strategic planning is widely used in municipalities and non-profit companies in order to advance the productivity (Berman and West, 1998). Berry and Wechsler (1995, p159) explained the concept of strategic planning as a:

“systematic process for managing the organisation and its future direction in relation to its environment and the demands of external stakeholders, including strategy formulation, analysis of agency strengths and weaknesses, identification of agency stakeholders, implementation of strategic actions, and issue management.”

Bryson (1988) also added that strategic planning is a disciplined effort to reach fundamental decisions as well as actions that shape and drive the way the organisation behave. The strategy of an organisation is the organisation long term road map, direction as well as goals that drive the entire organisation (Johnson and Scholes, 1993; Hickson et al., 1986). Asch and Bowman added that strategic decisions affect the nature of the organisation, such as; decisions about endeavors that the organisation should involve in, the attainment as well as the allocation of different resources, and the type and evolvement of change (1989). Employees who contribute in strategic decision-making endeavors can affect their working environment in the widest possible way (Hickson et al., 1986). With the assumed impact of strategic decisions on work environments, it was argued that the relationship between the participative decision-making and employee job satisfaction is determined by the extent to which individuals participate in the strategic decisions (Daniels and Bailey, 1999; Hickson et al. 1986). The strategy development processes or strategic decision-making processes vary from one organisation to another and even inside the same organisation (Hart and Banbury, 1994). Moreover, strategic planning process; which includes developing strategic goals along with examining strategic options, has a significant importance (Berry and Wechsler, 1995). It was observed through a survey of a state agencies conducted by Berry and Wechsler that involving the lower level employees in the development of the strategic plan, is considered as one of the new trends in strategic planning development of the state agencies (1995). It was observed that the employees’ participation in the organisational strategic planning, enhance employees’ understanding of the strategic goals and provide them with a precisely defined plans for their implementation (Berry and Wechsler, 1995). Furthermore, these employees will be able to define their specific

job to avoid job uncertainty and job conflict throughout the execution of the strategic plans (Berry and Wechsler, 1995).

2.5.3 The effect of supervisory communications on job satisfaction

Many studies stressed that employees are not only motivated through satisfying their essential requirements, but also through being surrounded with positive job-related aspects like; job clarity, skills employment development, meaningfulness, as well as social connections and interactions (Hackman and Lawler, 1971; Hackman and Oldham, 1975, 1976; Ting, 1996). Furthermore, researchers emphasised that a precise understanding of the job tasks assists individuals to avoid job ambiguity (Glisson and Durick, 1988; Ting, 1996). In addition, the relationship between managers and their subordinates influences employees' job satisfaction (Emmert and Taher, 1992). Researchers illustrate a strong correlation between manager's characteristics and the level of employees' job satisfaction due to the fact that employees deliver the best inspired work if they work on challenging, complicated jobs and are managed by a participative style leaders who are supportive and non-controlling managers (Oldham and Cummings, 1996; Harrick et al, 1986; Emmert and Taher 1992). Supportive managers play a vital role in forming a non-controlling environment that allows employees self-development due to the point that supportive managers listen to the employees' own concern, offer the employees a helpful and informational feedback, and enable employees skills utilisation and development (London and Larsen, 1999). Furthermore, social environment and job-related feedback are significant determining factors of employees' job satisfaction since it was found that employees who perceive positive insights about their job environment and who interact well with their colleagues and managers show great levels of job satisfaction (Emmert and Taher, 1992).

2.5.4 Participative management benefits in the context of Information Systems implementation and Information Technology companies

As per proposed by many scholars, participative management is one of the best approach for IT companies especially for information system and technology implementation (Hirschheim, 1983). Hirschheim discussed the basic benefits of the implementation of participative management in IT companies, he found out, according to his researches, that participative management reduces the employees' job

dissatisfaction though its beneficial consequences which are summarised as follows (1983):

- 1- Participation permits the interests of the user to be secured. It is based on the belief that individuals should take a part in deciding their destinies.
- 2- Participation permits individuals to restructure their jobs along with working settings.
- 3- Activities are ultimately monitored by those who do them; people who do not take a part in these decisions may choose not to adhere them. Accordingly participation enables compliance.
- 4- In information systems implementation, participation acts as a motivator and assist individuals to better understand the system. Therefore, it leads to more productivity and higher competence.
- 5- Participation allows the diverse users' skills, knowledge and experiences to be integrated. This allows any system being built to be constructed to deliver the optimum fit between the requirements of the organisation and employees.

2.5.5 The major rewards and benefits for the managers when properly applying participative management approach:

McCONKEY discussed the potential rewards or benefits which a manager may release through the proper implementation of participative management, only if it is appropriately understood and correctly practiced and managed (1980). These potential benefits or rewards incorporate the following (McCONKEY ,1980);

Firstly, Major opinions and views in determining future will be available, at the same time, greater commitment expressed by the employees with a greater motivation showed by the employees. In addition to that, the appraisal along with rewards relied on results. Besides, there would be mutual agreement between employees and managers on what is expected from both of them. Additionally, managers would understand where to go at any moments, gain enhanced development, and be ready to handle larger responsibilities. Furthermore, managers would get well-structured planning which is closer to what would be in reality and they would provide less supervision specifically that objectives would be clearly understood by everyone. Also, managers would be

having self-discipline as well as more authority. Moreover, managers would be able to provide well-built decisions, feel more freedom to manage the resources allocation to attain goals, and be more satisfied when accomplishing a job that they assisted to determine. As well, managers would have less criticism of issues that they are not responsible, be more respected and appreciated by their subordinates, and finally realise better feedback system along with control.

2.6 How Participative Management relates to Employees' Performance, Productivity and Job Satisfaction:

Sashken (1984) agreed with the different researches that proved the positive effects of the participative management on the performance, productivity and employee job satisfaction, he mentioned that the positive results on employees' performance, productivity and job satisfaction are expected to be achieved since participative management satisfy the three fundamental human work needs which are: All the content of this section is taken from Sashken (1984).

- 1- Increased autonomy
- 2- Increased meaningfulness
- 3- Decreased isolation

Sashken discussed that from the many researches that have elaborated the effects of the participation of the employees on the goal settings of the employees' performance, it was obviously found that setting goals enhance the performance (1984). However, for certain time it wasn't known precisely what role participation played in the goal setting process. But it was found that employees' participation in goal setting has at minimum three major effects: First, when employees contribute in defining and setting the goals, they decide harder and higher level of goals than what his/her manager would enforce. Thus, higher level of goals leads to better performance. It is particularly important to mention that higher goals lead to higher performance, and it is only true when the goals setting process is participative. Second, although the goals set are more difficult, employees generally agree on them as they have chosen them by themselves. Third, this participation establishes an appropriate and favorable long term organisational climate that is full of trust and security.

This again supports the positive effects of the participative management in many other aspects such as decisions, problems and change, and makes higher performance outcomes more promising to happen all over the organisation. These outcomes which are related to setting higher goals along with increased goal acceptance commitment are accomplished throughout satisfying the need of autonomy and control for the employees. In this case, every employees recognise clearly their own tasks without any

ambiguity as they defined them by their own, in addition, employees have higher control over their own activities involved in each task since they declared what work behaviors are required to achieve the goals which they set, and they understand the links among those work behaviors and goals.

Susan Jackson with her current research proved the positive impact of the participative management on the employees' feelings of influence and autonomy amongst employees; in addition to the indirect positive influence of the participative management on the employees performance-related behaviors; for example participative management leads to lower absenteeism and turnover. Many other scholars added that participative management through improving individual perceptions of empowerment and fair treatment may

strengthen affective reactions toward work and, eventually, decrease rates of absenteeism along with turnover (Kim and Wright, 2004). Particularly, participation in decision making process is considered as useful to workers' mental health as well as job satisfaction (Cotton et al, 1988; Fisher, 1989; Miller and Monge, 1986). As workers apply influence over the results as well as contribute in two more complicated forms of participation such as participation in problem solving along with participation in change, their feelings of autonomy increase, thus strongly satisfy the need for performing and achieving meaningful tasks which is the second basic human work need.

In this regards, Pateman (1970) and Whiting (1982), in their descriptions of participative methods and forms, stated that there are a number of dimensions of participative management that might be associated to the processes of adult development. One of these dimensions of participation is the *autonomy or power* of individual or of the work group that is linked to the extent to which the individual or group's views and thoughts are taken into consideration among decisions that differ in importance.

A second dimension of participation is *the complexity of the work* itself which relates to the extent to which employees are inspired to obtain all the skills and knowledge that

are required to fulfill the diversity of tasks assigned to their work group and which increase the meaningfulness of the employees' work (Pateman, 1970; Whiting, 1982). Consequently, participative management satisfies the second basic human work need. Interpersonal contact in the context of work is the third basic human work need and which is already satisfied throughout the implementation of the participative management approach in terms of participative methods. For example, interpersonal contact is obviously fulfilled when employees involve and participate in groups or teams as a part of participative management approach methods.

The third important dimension of participation contains the *social context* in which the work is performed, the extent to which the work involves social interaction and communication, collective problem solving, as well as conjoint decision making.

Sashken (1984) in Figure 2.6 summarised the different connections among the forms of participation, satisfaction of basic human work needs, psychological consequences of the satisfaction of basic human work needs, and thus the performance outcomes. The below model in Figure 2.6 integrates a diversity of research evidences; for instance, the connections to security and challenge from these two factors (variables) to innovation are based on Donald Pelz and Frank Reys' standard research on the effective management of scientific performance in organisations. Whereas Sashken model was proposed as a theoretical proposal than a statement of confirmed facts; moreover, it demonstrated a logically good summary of hypotheses and a practically precise statements of the research evidence on the various effects of participative management (Sashken, 1984).

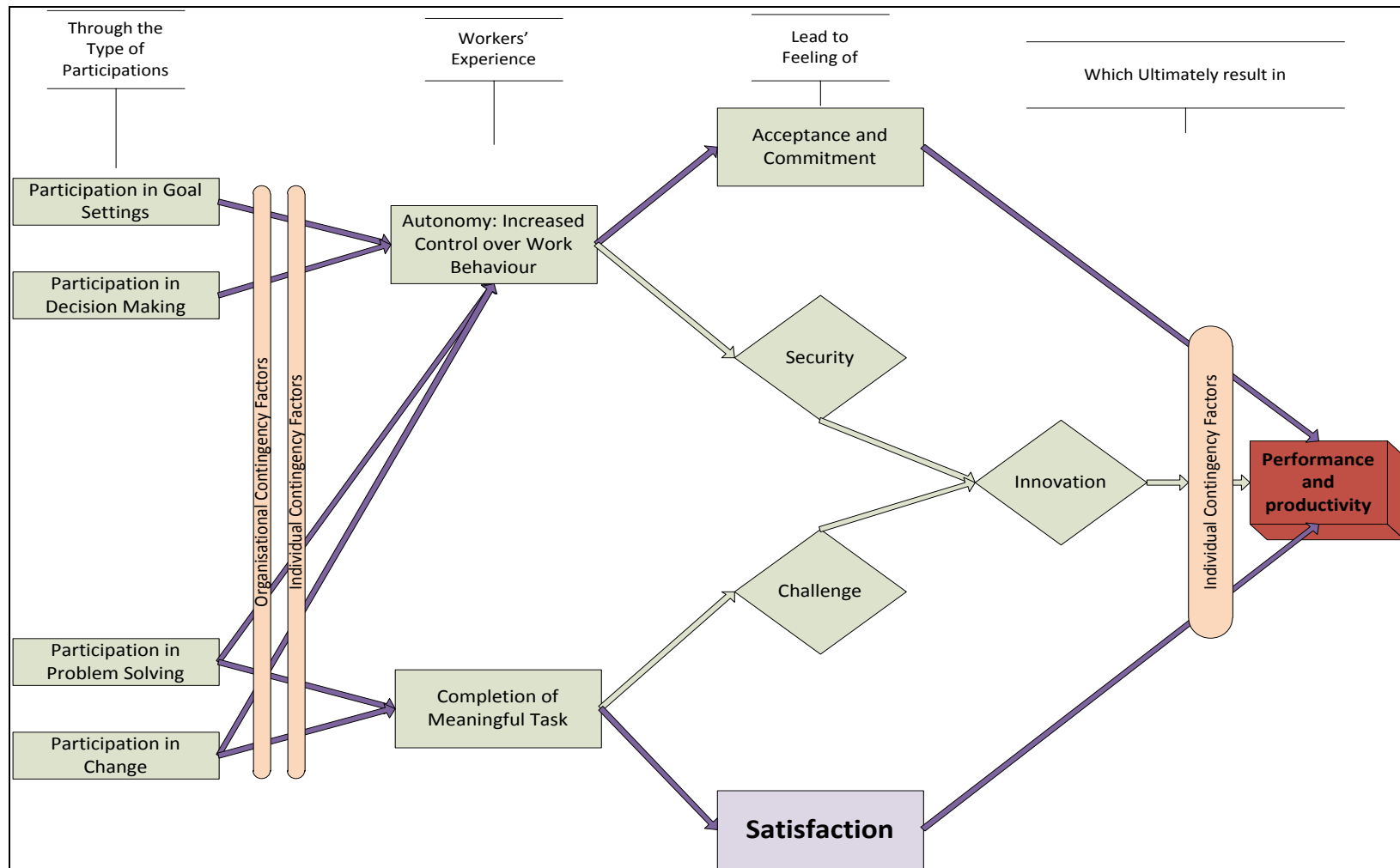


figure 2.6: A Model of How participative management Works effect the employees satisfaction, performance and productivity (Sashken, 1984)

2.7 What condition should be considered when applying the Participative Management

In the aim of increasing the effectiveness and fruitfulness of participative management, it is extremely significant to apply participative management after having a full understanding of how the complex set of management techniques should be utilised as well as taking into consideration the diversities of contingency factors that affect the success or failure of the participative management implementation (Sashkin, 1984).

2.7.1 Contingency Factors that affect Participative Management

Though there is a valid utilised process to examine the different effects of participative management, one should take into consideration the several factors that could alter those effects. Sashkin suggested that there are three sets of classes of contingencies which are: psychological, organisational, and environmental (1984) as the following: All the content of this section is taken from Sashkin (1984).

2.7.1.1 Psychological Contingency Factors

The psychological contingencies incorporate values, attitudes, as well as expectations of organisation members; for instance, in one of the standard studies which were conducted by Victor Vroom, it was realised that some workers don't like to participate or contribute. Thus, participative involvement from such worker are almost certain to fail, especially if these workers are forming a substantial proportion of the whole employees' population (Sashkin, 1984).

2.7.1.2 Organisational Contingency Factors

The organisational contingencies incorporate the extent to which the design of the work enforces employees to depend on each other to fulfill the work; for instance, assembly-line work design, the workers are extremely dependent on the workers who are at the earlier stages of assembly and on their works. However, when there is an extreme interdependent between individual workers, like the case of the assembly-line workers, it would be counterproductive to support and encourage autonomous individual's participation in decision-making process since

participation should engage someone who has comprehensive understanding of the current process, perhaps the supervisor. Organisational culture or climate is another organisational contingency and which is considered a critical contingency. For example, if the organisational climate involves lack of employees trust in their autocratic managers, then the efforts of participation which is based on the manager-employee pairing will fail. In such cases Likert, in one of his researches, recommended that the participative efforts must go gradually rather than engaging a radical attempt to amend long established models of management in a short time. Through making a slow yet meaningful change in individuals' expectations, the organisational climate will accordingly alter and become more suitable for the group-participation process (Sashkin, 1984).

2.7.1.3 Environmental Contingency Factors

The third set of contingencies is the environmental contingency which incorporates change in technology in governmental rules and rivalry. These kinds of changes are rapid, thus the group approach would be more suitable than individual participation or even employee-manager participation. Because the group approach incorporates more rapid and consolidated response only if the managers and group members are having the level of knowledge and skills needed to perform more effectively in this approach.

Sashkin added that one of the main statement detected by Aaron Lowin in one of the earliest in-depth analyses is that the most significant factor, which should be considered when applying participative management, is the level of skills and knowledge used in when applying participative management (1984). Jean Bartunek, an OD consultant of some skill, demonstrated this issue in evaluating a recent report of a not completely successful effort to use participative management, she mentioned that participative management isn't a solid framework that can be deployed for all types of organisations and their employees, not even a framework that can be equally implemented within different divisions in the same organisation, yet, some managers adopt certain participative management plans literally as they were written or advised by their respected consultants without considering the geo/psychological and technical differences of their own teams, in which will fail by its turn. Such plans failure

causes the managers to disbelieve in participative management and lead them to abandon this idea. (Sashkin, 1984).

By considering many researches, it was explored that the variation in the effectiveness of participative management mostly on how well these significant contingency factors were managed and taken into consideration along with how competently participative management approaches were employed. Thus, any failure, in achieving the improvement in performance, productivity and satisfaction after implementing participative management approach, is due to the individual application's faults not the ineffectiveness of participative management as many may think (Sashkin, 1984).

From the leadership view Fred Fiedler added to the above, that there are a number of aspects that have a great influence on the effectiveness of the leadership and their managerial styles such as; the predominant style of the leader, the categories of people being directed, as well as the settings of the particular situation (Crane, 1976). In this regards, Frank A. Heller conducted a study over a 260 senior managers of 15 big companies (Heller, 1971). He found that the extent of empowerment provided by the managers to their subordinates varied according to the job situation, moreover; managers do not adopt one particular influence or power style in unlike situations (Heller, 1971). In addition, Victor Vroom and Philip Yetton advanced their research in situational approach and introduced their normative model of leadership (Crane, 1976).

They discussed that the leader's style should be aligned to the demands of the situation for example, there is a probability that the participative management style may improve the productivity under certain conditions, yet reduce it under others (Vroom and Yetton, 1973). All of the mentioned factors should be taken into consideration so as to increase the effectiveness of the participative management.

2.8 When Participation is considered as effective?

According to Kelly and Khozan, participative management style would work best in the following situations (1980): All the content of this section is taken from Kelly and Khozan (1980).

2.8.1 Structure aligns the theory of Participative Management

Typically in the traditional organisation, all groups are responsible to a particular single boss. There are a lot of potential teams, yet a small number of these groups function as teams. Even though when a group gathers with its boss, there is a desire to have only a series of one-to-one conversations. In fact, groups that act as teams display constantly higher performance. However, it is noticeable that there is a good teamwork if the head of one team is at the same time an effectively working team at the next higher level and becomes a kind of "linking pin" among the two teams. there is significant indication to bolster the view that effective linking-pin managers are those who have significant effect with their hierarchical superiors. Since only the linking pin in good status with the higher level superiors can provide meaningful support to the subordinate group (Kelly and Khozan, 1980).

2.8.2 Managers need to be effective leaders

According to Kelly and Khozan, the effective participative manager must trust that (1980):

- People are creative, responsive, trustworthy, and responsible.
- People operate well in an open work environment with managers who are understanding, supportive, employee-centered, as well as democratically oriented.
- People operate well in groups to which they fit in and which they have good status with.
- People who contribute in the decision making that influences their work lives are more probable to feel involved and provide their best.

Supervisory style is significant; research proposes that supervisors who are employee-centered and also democratically oriented have more impact on work groups both in terms of higher performance as well as employee satisfaction.

Effective supervisors are those who give orders or behave in a structuring way which is appeared as supportive and nonthreatening by subordinates (Kelly and Khozan, 1980).

2.8.3 A philosopher-king dyad is obtainable to manage the experiment

Regularly the principal things companies under economic pressure curtail are almost expensive behavioral science experiments. For instance, in the well-known Glacier researches in England directed by Tavistock, Wilfred Brown, the owner of Glacier, was the King Elliott Jacques, the well-known prominent behavioral scientist, was his philosopher. They created a dynamic philosopher-king combination that definitely would be the desire of any modern day Plato (Kelly and Khozan, 1980).

2.8.4 Economic situations are favourable

It is proposed that it is more ideal to implement participative management when the economic conditions flow positive.

2.8.5 The organisation is of an ideal size

It is suggested that the optimum size is preferably a small factory in a small company.

2.8.6 Society, particularly the unions, is supportive of a democratic effort

Is industrial democracy likely to happen in modern American business organisations? If the European model of industrial democracy was provided to the higher level management of American business and trade unions, the answer would be a strongly no. Neither party is prepared for anything which would considerably thrust with currently founded arrangements for collective bargaining. A comprehensive educative discussion would have to occur in the media before a project, concerning such vast changes, would have much opportunity to commence, and to say nothing of sustaining itself effectively. However, a lot of young Americans who are employed as a managers in the late 70s, grew up in the democratic 60s, and who have shown a tendency for participative work approaches are extremely concerned about promoting the quality of working life,

for them; there might be a future in participative management (Kelly and Khozan, 1980).

In addition to the mentioned situations, Tannenbaum and Schmidt recommended that the participative style would be the most appropriate when subordinates are having the following characteristics (Kenny and Streger, 1981)

- Have reasonably high desires for independence.
- Be prepared to take responsibilities for decision- making at any moment.
- Have quite high tolerance of uncertainty.
- Have interest in the problem and believe in the importance of the problem.
- Have a good understanding of the goals of the organisation.
- Have the essential skills, knowledge and experience that are required to deal with the different problems.
- Have the willing to share in decision-making.

2.9 Misconceptions

A large amount of the criticism and doubts concerning participative management seems to result from many major misconceptions about what is the participative management concept and how it should be implemented (McCONKEY, 1980). McCONKEY `discussed the popular misconceptions about participative management as follows, the content of this section is taken from McCONKEY (1980):

2.9.1 Participative Management is identical to "permissive" management.

Sometimes, "Permissive" management results from a wrong effort to apply "Participative" management. In fact, "Permissive" management theme let each manager to perform as he/she wishes or according to his/her needs without adequate concern about the requirements of organisation. However, it is significantly important when implementing participative management to make it understandable and clear to each manager that the fundamental purpose behind the employment of him or her is to attain the requirements of the organisation. In that case, each manager should be aware of the organisation's main priorities and objectives. Preferably, each manager should be exposed to both organisational long-term as well as short-term guidance. This guidance should contain; the long-term plan for the organisation; the short-term objectives and goals; along with the definition of the critical areas of the organisation such as the problems areas and opportunities areas and which particularly lower level managers should pay attention at. It is also significantly important for those managers whose efforts usually achieve fulfillment only over a period of time to be exposed to the long-term plan, for example; research and development managers accountable for delivering new products and services, and also human relations managers responsible for producing behavioral change. After that, each manager is asked about the way he or she can contribute to achieve organisation's objectives priorities efficiently. In this case, each manager is provided with the highest possible degree of autonomy or participation to decide his or her own future within the organisation and which should be aligned with the organisation's objectives. *In Contrast*, managers in permissive management follow their own

ideas and preferences without sufficient leadership direction from top management.

2.9.2 Participative Management is identical to "Democratic" management.

Democratic management results from leaderless confusion. Democratic management involves top level managers who allow their employees to participate and vote on every decision, and finally the vote of the majority is taken into account of the manager. According to McCONKEY, the high popularity of the Japanese process to consensus decision-making, in the current literature, has aided to increase this misconception that "Participative" is the same as "Democratic" (1980). Those who believe and support this view are advisable to dig more deeply into both the Japanese management environment along with what in reality is taken place in their consensus process where both of them are "Democratic". McCONKEY believes that any effort to carry out democratic management would be mainly chaotic and messy nowadays when additional people are requesting more participation yet are not qualified to exercise it appropriately (1980).

2.9.3 In the organisation implementing Participative Management, decision-making process is done only through group instead of individual decision-making.

There is a clear difference between participation in the decision-making approach and the decision itself. For instance, generally the chief executive officer (CEO) who can only make the final decision concerning the strategic planning matters, yet his or her final decision is based on the collaborative inputs and recommendations provided by the subordinate managers and who usually increase the quality of the final decision. Consequently, the final decision, which is always made through the higher level manager responsible for the unit, is usually made after the participation takes place. However, McCONKEY mentioned that when the higher level manager fails to think and act in this way, the senior manager will renounce one of his/her major responsibilities and many of the negative consequences of "democratic" management often results (1980). A successfully

functioning participative process involves that each manager at all level of management hierarchy makes the decisions for which he or she is responsible in order to retain their individual accountability which is the basis of the whole approach.

2.9.4 Organisation's with Participative Management theme must always practice Participative Management.

If the subordinates don't participate and involve in every decision, can they still be developed efficiently? Clearly, the criticality of the moments and the time constraints may prevent the opportunity for participation or reduce it unwise. As stated by McCONKEY, J. Clayton Lafferty, the president of Human Synergistic, Inc., as well as a well-appreciated behavioral scientist, noted that (p68, 1980):

"When a three-engine Boeing 727 flying at 40,000 feet loses all three engines at once (under normal circumstances the plane could glide for over 130 miles) the captain has ample time for quickly consulting with his copilot flight engineer to get their ideas about the cause remedy, to discuss emergency procedures with the stewardesses, However, if a similar power loss occurred dat 500 feet during a takeoff climb, the captain would be ill advised to practice such participative techniques."

Although Dr. Lafferty's case is considered very dramatic, yet it clarifies the difference among desirable management practices which is usually pursued under normal conditions and those management practices that should be overlooked whenever there is a higher priority as well as good business sense. For instance, it would be considered unwise for a president to postpone responding to one of the company's top clients for some time just because the sales manager was on vacation and out of reach for discussion before making a significant decision. It would be also inadvisable for the higher level plant manager to suspend closing a production line that was turning out rejects till he could reach the lower level production manager. Still, in all cases except the critical ones, the subordinates' development would be greater through granting them more opportunity to contribute in determining the procedure and course of action to be realised.

2.9.5 In order to be fair and justifiable, each subordinates should be provided the equal latitude or participation.

Higher level managers in real life work usually are aware of and appreciate the substantial variances in proficiency as well as inspiration of each of their subordinate managers, and this appreciation allows higher level managers to deal realistically with the variable levels of participation they can authorise their subordinate managers to practice when determining their responsibility (McCONKEY, 1980). McCONKEY defined the three major degrees participation that the superior offers to his or her subordinates as the following (1980):

Level 1: The boss informs the subordinate about the objectives which have been fully initiated and determined by the boss without any participation from the subordinate.

Level 2: The boss informs the subordinates about the objectives which have been initiated by him or her, however, he or she invites and encourages the subordinates to express their views and thoughts concerning the objectives.

Level 3: The boss informs the subordinates about the objectives as guidance for the subordinates to use when initiating and determining the objectives. In this case the subordinates have a full participation in determining the objectives.

Visibly, organisations with participative management style rely on a huge majority of managers close to level 3, with a greatly smaller number function in level 2 and a few at level 1, yet level 1 managers may be uncommon, yet most organisations certainly have a small number of them.

2.10 Participative Techniques

A number of studies showed that most top managers are favorably willing toward participative management, yet they are actually not persuaded to practice it to any degree among their organisations (Crane, 1976). Much of the reluctance appears to stem from misconceptions about participative management, in particular a lack of knowledge about the techniques that should be utilised when implementing participative style of management (Crane, 1976). The following guidelines have been gathered from the respondents who stated success with participative techniques. All the content of this sections is taken from (Crane, 1976).

2.10.1 Clear definition of objectives.

Employees who will be involved in decision-making process should be well-informed about the group's goals objectives; for example, if the group belong to a production unit, the goal could be defined in terms of a specific number of units of production per unit of time with a particular quality index. Then, the employees might determine the way to achieve that certain goal given the resources of the group.

2.10.2 A system of rewards.

Particularly with production situations, the economic rewards should be linked to the outcomes. For example, when the production unit employees realise that their efforts yield tangible rewards, certainly, they will struggle for most favorable productivity. However, Crane mentioned that the reward must not continuously be economic, but there must be a clearly well-defined outcome of the participative efforts(1980).

2.10.3 Accountability.

Organisations which achieved success when experiencing a participative style recommended that decision-making groups should be held responsible for their actions. When a grievance review board consists of union as well as management members submitted a decision on a grievance, all members of the board agreed on the answer as if he had made it alone. Through the same manner, the group set up reasonable time bounds within which it agreed to execute. This self-imposed

pressure supports in assuring that problems are not being suspended in endless debate as well as never reaching an action stage.

2.10.4 A receptive attitude of top management.

Unless all key executives are persuaded of the advantages of participative management, efforts to include employees are not designed to success. The whole hierarchy must be receptive and open to suggestions along with recommendations from below levels of hierarchy; their enthusiasm to implement reasonable proposals is significantly important to reach success in participative management. Outcomes of some studies clearly indicated that most employee groups were restricted while making recommendations and become frustrated when their recommendations are not pursued. In other word, Crane suggested that there must be two-way communication; each recommendation must be attended to all the way up the hierarchy, and then, the views of the higher management, on the proposed recommendations, should be fed back down the line (1980).

2.10.5 Gradual introduction.

Organisations should not supposed to shift from autocratic management to participation overnight. Even though executives may be persuaded of the reliability of this contemporary style, the transition should be made gradually. Crane discussed that the move to participative management will definitely be met with uncertainty by those who had to operate under the former style, and inflexible managers will dislike having to reverse their approach; they would most likely be completely in competent of carrying out the reversal (1980). Therefore, the participative style should be first proposed gradually, preferably by training of both managers along with operative employees.

2.10.6 Situational aspects.

The random implementation of participative techniques must be averted since participative management is not a Panacea as many could think. In addition, the impacts of participative management style depend on several factors such as; employees being managed, type of tasks performed as well as other particular conditions of the situations like; economic conditions, type of organisation, and

physical surroundings. Managers must take into their account these important factors when applying participative management style in their organisations.

2.11 Job Satisfaction

2.11.1 Definition of Job Satisfaction

Job satisfaction has been defined as a pleasant or positive emotional state, consequential from the assessment of one's job or job experience (Locke, 1976). It is a consequence of employees' insight of how well their job delivers those things that are considered as significant (Kanwar, 2012). In the same manner, job satisfaction has been described by Spector (1997) as the degree to which employees like or dislike their job. According to a number of scholars, job satisfaction is an emotional reaction to a job condition, that can only be inferred, frequently decided through how well results meet or exceed expectations or determined by applying a evaluation of the actual outcomes and compare them with those that were expected, wanted, and needed by the employee (Cockett et al, 1981; Cranny et al, 1992; Luthans, 1998). It is a personal, individual-level feeling reflecting the degree to which an employee's requirements are being attained by a specific job (Griffin et al, 2010). Kanwar (2012) proposed that job satisfaction displays a number of related attitudes that are most important features of a job in which employees have an effective response, and these features covers the work itself, payment, promotion opportunities, supervision as well as co-workers. Furthermore, Hackman and Oldham (1980) added that psychological states that results out from job characteristics do significantly influence employees job satisfaction such as experienced meaningfulness, autonomy or feelings of responsibility, in addition to knowledge of work.

2.11.2 Importance of Job Satisfaction

Job satisfaction is considered one of the most studied topic in the field of organisational behavior due to the evidence which demonstrates that higher satisfaction leads to higher productivity (Gruneberg, 1979; Herzberg et al., 1959; Judge et al., 2001; Schultz, 1973; Spector, 1997). Garl (2008) added that job satisfaction has a considerable positive influence on the organisational productivity since satisfied employees bring positive effect and favorable work values leading to greater organisational efficiency as well as productivity. Moreover, job satisfaction results to decrease absenteeism and employee turnover

as well as reduce hiring costs (Garl, 2008). Furthermore, job satisfaction is strongly related to organisational commitment, thus a progressive organisation utilises satisfaction index to apply corrective measures (Venberg and Scarpello, 1990; Garl, 2008; Lance, 1991). On the other hand, most literatures noticeably showed that turnover and job dissatisfaction can risk organisational health by opening pathways to burnout, absenteeism, and staff turnover (Gerstein et al., 1987; Whitehead, 1989; Whitehead et al, 1987, Lambert et al, 2005; Dennis, 1998; Jurik and Winn, 1987; Horn and Griffeth, 1995).

In the long run, when employees perceive that their job is not meeting their needs and wants, a state of dissonance may occur as a result from which the employee will want to run away (Cherniss, 1980; Whitehead, 1989). In theory, employees who are dissatisfied about their jobs may wish to leave their job (Griffin et al, 2010). A great number of past researches have proved that job satisfaction is a key forecaster of correctional staff turnover intent as well as voluntary turnover (Byrd et al, 2000; Mitchell et al, 2000; Stohr et al, 1992). If dissatisfied employees or correctional staff members could not physically leave the job, they may experience job burnout as a means of dealing with a job which they feel not satisfied with (Griffin et al, 2010).

All of the mentioned consequences can negatively affect individual and organisational performance; for example burnout can lead to a physical health issues (such as; headaches and stomachaches), psychological issues (such as; anger, irritability, as well as low self-esteem) undesirable attitudes and behaviors (such as retraction from customers and needless risk taking), and staff turnover (Garland et al , 2009). Absenteeism produces financial loads by sick leave costs, disturbs the stability of supervision treatment, and creates stresses and anxieties on and among coworkers who cover the work of the absent employees (Camp and Lambert, 2006; Garl, 2002). In addition, turnover generates the same issues that are produced by absenteeism and much more since many scholars found that replacing staff has a high cost that add more pressure on the organisational budgets (Mcshane et al, 1991). Furthermore, turnover leads to the involvement of

inexperienced employees who usually generates mistakes because of their lack of experience, and if turnover is high, employees' morale might suffer (Lambert, 2001)

2.11.3 Dimensions of Job Satisfaction

The finding of multiple studies on the factors that influence job satisfaction showed that job and organisational characteristics along with Human Resource Management practices play a significantly important role in determining the employees' job satisfaction (Steijn, 2004). The effect of these factors on job satisfaction will be, in part, direct, yet to greater extent indirect effect since they will positively influence certain job and organisational characteristics and which will then affect the job satisfaction (Steijn, 2004). The outputs of a number of researches found out that more participative management style by the managers leads to more of employee job satisfaction (Kim, 2002; Witt et al, 2000).

Numerous researches observed more closely the factors of job satisfaction using models like Hackman and Oldham model, for example, Ting (1996,1997) observed job satisfaction of U.S. federal government employees through studying three sets of variables which are: job characteristics, organisational characteristics, and individual characteristics (Steijn, 2004). Ting's findings showed that job and organisational variables have a great effect on job satisfaction, while individual characteristics presented mixed effects on job satisfaction (Ting, 1996;1997). Reiner and Zhao (1999) studied two clusters of independent variables: one was based on the individual characteristics since he assumed that they themselves are important, and the other was based on the five dimensions of job characteristics taken from survey model of Hackman and Oldham (1975) which are: task significance, skill variety, autonomy, task identity, as well as feedback.

Accordingly, Steijn (2004) studied five main dimensions of job satisfaction in his analysis of job satisfaction, which are: individual characteristics, job characteristics, organisational characteristics, Human Resource Management characteristics, and satisfaction with job each of these variables are explained by Steijn (2004) as below:

2.11.3.1 Individual characteristics.

This dimension consisted of three demographic characteristics of the respondents of the study: age, gender, educational level.

2.11.3.2 Job characteristics.

This dimension consisted of five variables:

- **Supervisory position**
- **Skill utilisation:** This variable is measured by a dichotomous variables distinguishing among workers mentioning that their skills were underutilised compared with others.
- **Determinant of job satisfaction:** This variable include two sub variable: satisfaction with pay, this variable is considered important by Ting (1997), and satisfaction with financial views in the future.
- **Satisfaction with the tasks:** This variable contains sub variables: satisfaction with the daily tasks in the job, satisfaction with the future tasks, and satisfaction with the job autonomy.
- **Satisfaction with working conditions:** This variable contains three sub variables: satisfaction with workload, satisfaction with the physical job conditions, and satisfaction with the facilities at the place of work.

2.11.3.2 Organisational characteristics:

This dimension includes variable such as:

- **Relationship with management**
- **Relationship with coworkers**
- **Communication within the organisation.**
- **Satisfaction with organisation climate**

These three variables are considered significant in understanding job satisfaction (Ting, 1997).

2.11.3.4 Human Resource Management characteristics.

Human Resource Management dimension includes the following variables:

Extent of HRM policies: Which incorporate all the personnel policy practices practiced in the organisation such as; use of appraisal interviews, personal and career development procedure, functional flexibility, task rotation, individual

training, capability management, age-conscious personnel management policies, mobility policies and satisfaction with career support.

2.11.3.5 Job satisfaction.

This dimension is defined by considering all the above dimensions and based on the perception of the employees on their overall job.

2.12 Relationship between Participative Management and Job Satisfaction

It has been significantly observed by a great number of scholars that participative management practices has considerable positive effects on employees job satisfaction (Bush and Spangler, 1990; Bernstein, 1993; Bluestone and Bluestone, 1992; Hoerr, 1989; Kim, 2002; Lawler, 1986; Macy et al., 1989). Practical indication has supported the above claims, for instance, in a meta-analysis as well as survey of earlier reviews of the participative management literature, Wagner (1994) found that most researches provided reliable evidence of the statistically major positive changes in employees' satisfaction at work when practicing participative management. However, Daniels and Bailey (1999) argued that the impact of participative management on job satisfaction has not been constant and is dependent on individual and situational variables

As stated before, job satisfaction illustrates an interaction among employees and their work surroundings, measures the harmony between employees' wants and expectation and on the other hand, what employees actually receive (Kim and Wright, 2004). Thus, in order to figure out the relationship between participative management and employees' job satisfaction, it should be defined how participation may affect and vary employees' job-related experience in such approaches that employee feels appropriate (Kim and Wright, 2004). Successful participation practices, for instance, provide employees a meaningful role in the organisation and at the same time provide the employees the techniques, skills and knowledge that are essential to fruitfully perform that given role. As a result, participative management may have a significant, although indirect, positive impact on job satisfaction to the degree to which three main potential outcomes of

participation, which are task significance, feedback, as well as career development, increase employee job satisfaction (Evans and Lindsay, 1996; Kim and Wright, 2004). The following will explain each of the above mentioned variables in terms of their potential relationship with participation and their consequent effects on employee job satisfaction (Kim and Wright, 2004):

2.12.1 Task Significance

Participative management programs provide opportunity to the employees to perform a vital role in their organisation, grant them more power and influence in the activities that are often kept for management, for example, information processing activities, decision-making activities, and problem solving activities (Kim and Wright, 2004). Therefore, participative management grants employees more responsibilities for organisational major performance and at the same time provides trust and confidence on employees that they can add significant value to the organisation (Luthans, 1995). Through intensifying the link between each employee and organisational performance, employees will perceive their work as more significantly important and satisfying (Kim and Wright, 2004). As the “meaningfulness” or “task significance” which employee experience at work increases, consequently, job satisfaction will increase as well since employees attain opportunity to satisfy their higher level needs and requirements such as self-actualisation along with self-esteem (Hackman and Oldman, 1976). According to many studies, the work itself is one of the main sources of satisfaction that is mostly mentioned by employees (Herzberg et al., 1959). Scholars have illustrated that when employee recognise a high level of task significance the employee job satisfaction would be significantly improved (Dale et al., 1997; Evans and Lindsay, 1996).

2.12.2 Career Development

A second important way in which participative management approach can positively affect employees’ jobs is by satisfying employees’ growth needs (Kim and Wright, 2004). Lawler added that participative management grant employees opportunities to perform a greater role in the organisation and at the same time enhances employee’s understanding

of organisational processes and helps in developing problem solving abilities as well as technical skills (1986). In fact, any efforts paid to enhance employees' participation commonly incorporate a great number of training aimed at enhancing employees' skills in problem solving along with communication (Cummings and Huse, 1989). Participative management approach can successfully manage and decrease employee work stress or dissatisfaction by eliminating skill-related obstructions to job performance, through granting employee opportunities for various skills training, future career growth, as well as general skill development in the organisation (Kim and Wright, 2004). These development programs manage and treat the turnover problem by boosting the probability that employees effectively accomplish their work assignment and though assisting employees to realise their future career path associated with that of their current organisations (Kim, 2002; Ospina, 1996; Sherman and Bohlander, 1992; Wright and Davis, 2003). In other word, as employees realise a long-term role in the organisation's goal and achievement which include their individual development, subsequently, their job satisfaction will be increasingly improved (Kim and Wright, 2004). This is particularly significant since employees want always to be assigned for more responsibilities for the sake of their career development as a consequence of emerging new technology (London and Larson, 1999).

2.12.3 Feedback

Participative management approach require good communication between employees along with sharing influence and providing career development opportunities (Kim and Wright, 2004). In order for the employees to perform a greater role in activities, such as information processing activities, decision making activities, or problem solving activities, they require to get access to all related information (Kim and Wright, 2004). Therefore, participation programs must focus and improve the flow and the accessibility of information. Supporters of participation propose that employees in the operational level normally have more knowledge on how to do the work itself, yet they have less knowledge of the objectives or outcome of the work than do the management in the higher level (Lawler, 1986). Employee participation in decision making process, typically,

involves employees as well as management to share comprehensive and complete data and information in order that optimal decisions and actions can be determined (Anthony, 1978). Eventually, management together with employees benefit since management has a greater understanding of the processes and procedures of the work while employees have more knowledge about performance expectations and outcomes (Lawler, 1992). Participation plays a significant role in providing knowledge of results (Miller and Monge, 1986). Even though this information sharing and exchange is mainly concerned with enhancing organisational productivity by getting the most out of the employment of employees' competences, it also has an indirect positive effect on job satisfaction (Kim and Wright, 2004).

Though researchers have confirmed that a high degree of feedback about performance can significantly improve employee job satisfaction (Dale et al., 1997; Emmert and Taher, 1992; Evans and Lindsay, 1996), yet it was lately found by Wright and Davis (2003) that this influence of feedback on job satisfaction is indirect, mediated by job specificity as well as career development support. No matter whether employees get job-related feedback from managers, colleagues, or clients, feedback itself offers periodic determinative or collective performance evaluations which usually assist in defining as well as clarifying job performance expectations (Kim and Wright, 2004). Such feedback doesn't only provide a mechanism to lead action but also can work as on-the-job training, enhancing the essential skills, knowledge or judgments related to an employee's work (Kim and Wright, 2004).

Accordingly, feedback can serve a significant double role in the employee's relationship with the organisation, for example, feedback can outline the employee's current responsibilities in attaining the organisation's goals, therefore enhancing task clarity or job specificity, and also feedback can aid in defining future roles and which the employees can perform in the organisation, thus supporting employee career development (Evans and Lindsay, 1996; Kim and Wright, 2004).

Though the link among career development support and job satisfaction has been illustrated, task clarity or job specificity also has been observed by a great number of researchers to have a positive influence on job satisfaction (Daley, 1986; Jackson and Schuler, 1985; Ting, 1996). Job specificity focuses on worker perceptions concerning the clarity of definition of the job responsibilities and their relative importance as well as the capability for the employees to easily assess their success and failure in accomplishing these responsibilities (Kim and Wright, 2004). Since employees' understanding of what is expected of them in their jobs increases, tension linked with role uncertainty reduces, as well as the chance of successfully accomplishing their responsibilities and duties rises (Hamner and Tosi, 1974; Tosi, 1971; Wright and Davis, 2003).

The resulting comfort level transforms into a greater level of job satisfaction. The relationships between participation and job satisfaction is depicted in Figure 2.12 (Kim and Wright, 2004).

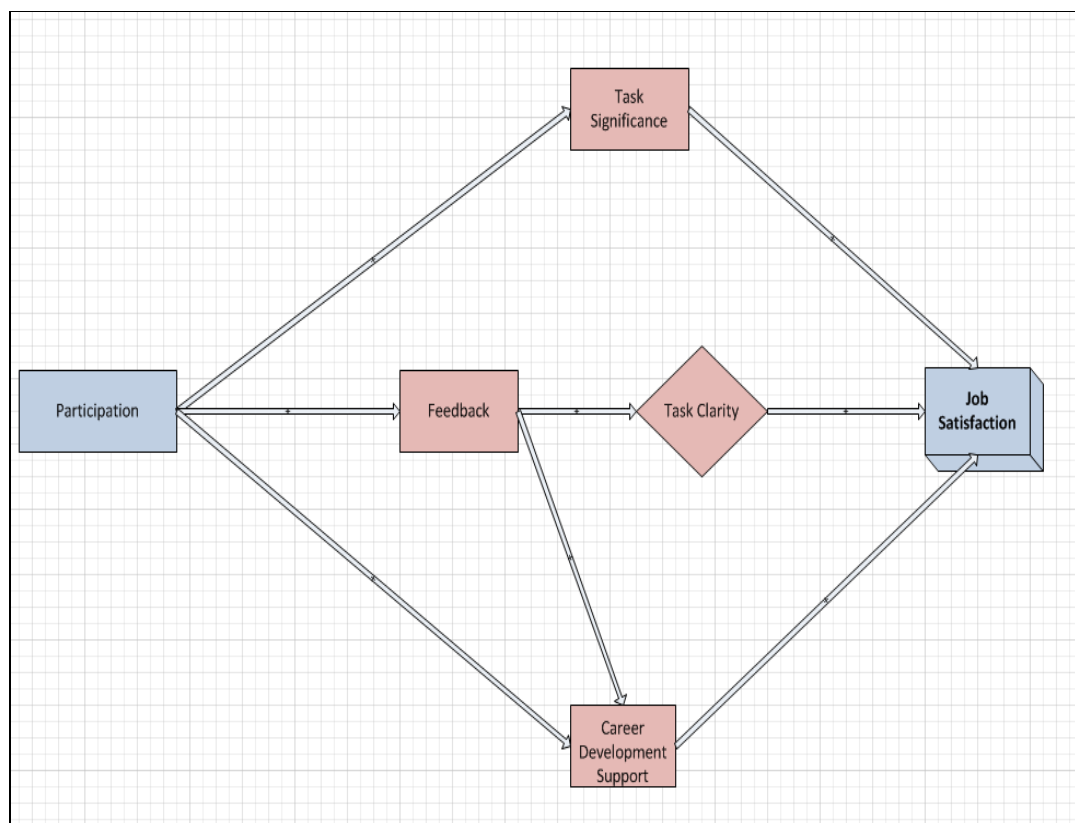


Figure 2.12: The relationships between participation and job satisfaction is depicted (Kim and Wright, 2004).

2.13 Participative Management decreases the Job Dissatisfaction through reducing the organisational political impacts on employee.

Organisational politics is explained as reflecting actions beyond the limitations of accepted organisational behavior (Mintzberg, 1983, 1985). Those behaviors are intended to encourage self-interest maybe at the expense of the organisational goals (Mintzberg, 1983, 1985).

However, it was found by multiple researches that one of the major consequences of perceptions of organisational politics is job dissatisfaction (Bozeman et al., 1996; Cropanzano et al, 1997; Ferris et al, 1993). It was also observed that employees who have more understanding of events at work have more feeling of power and control over their work settings and respond less severely to organisational politics than those who have little understanding or power (Ferris et al, 1996).

One of the optimal solutions which were suggested in order to decrease the negative consequences allied with perceptions of politics is implementing participative management since it provide the employees with opportunity to be a part of decision-making processes which enhances their understanding of how decisions are made, makes them feel less threatened, shrinks the number of other interpretations employees can have of a situation (Matteson and Ivancevich, 1987; Shalit, 1977).

One of the major reports on the organisational behavior showed that employee performance, job satisfaction and positive attitudes toward the supervisors were higher within the employees whose supervisors practiced participative management than those whose supervisors directed activities without employees' involvements (Baumgartel, 1957). Furthermore, other researches illustrated that employees who actively participate in the development and decisions of significant organisational issue with their supervisors, as a result, build up consensus to resolve the issues, are less affected by the organisational politics (Ferris, 1989). A concerted decision grants both mutual ownership as well as understanding, which may produce feelings of security along with protection in a political environment (Ferris, 1989).

Thus, politics in organisation with participative management theme might not be as prominent to the development of employees' job satisfaction as it might be in the organisation that is not pursuing participative management system (Witt et al, 2000).

Chapter 3: Conceptual Framework and Research Methodology:

3.1 Conceptual Framework

In this dissertation, the concept of 'participative management' and 'job satisfaction' will be explored by using the literatures and the statistical analysis. First, the main concept of participative management will be studied in details by exploring its various dimensions that have been identified through various scholars. Pateman (1970) and Whiting (1982), in their deep studies on participative management and descriptions of its methods and forms found out that participative management can be described through three main dimensions which are the autonomy or power, inspiration to handle complexity of the work, and feedback or social content. These three main variables of participative management will be studied and tested in this research. Then, the concept of job satisfaction will be explored along with its different dimensions that have been figured out by many other scholars. Sashken (1984) and Kim and Wright, (2004) defined three main dimensions for job satisfaction which are task significance, career development, and communication within the organisation. These three main variables of job satisfaction will be studied and tested in this research. After that, this research will identify the effect of participative management with its diverse dimensions and variables on the different dimensions and variables of job satisfaction. Thus the main variables that will be studied in this research are as the following:

- 1- Autonomy or power: The extent to which the individual or group's views and thoughts are taken into consideration among decisions that differ in importance.

- 2- Inspiration to handle complexity of the work: The extent to which employees are inspired to obtain all the skills and knowledge that are required to fulfill the diversity of tasks assigned to their work group
- 3- Feedback and social content: the extent to which the work involves social communication and interaction, collective problem solving, and conjoint decision making.
- 4- Task Significance: Meaningfulness of the work.
- 5- Career Development: Employees' growth needs.
- 6- Communication within the organisation: social communication and interaction within the organisation.

Figure 3.1 illustrates the main variables of this study:

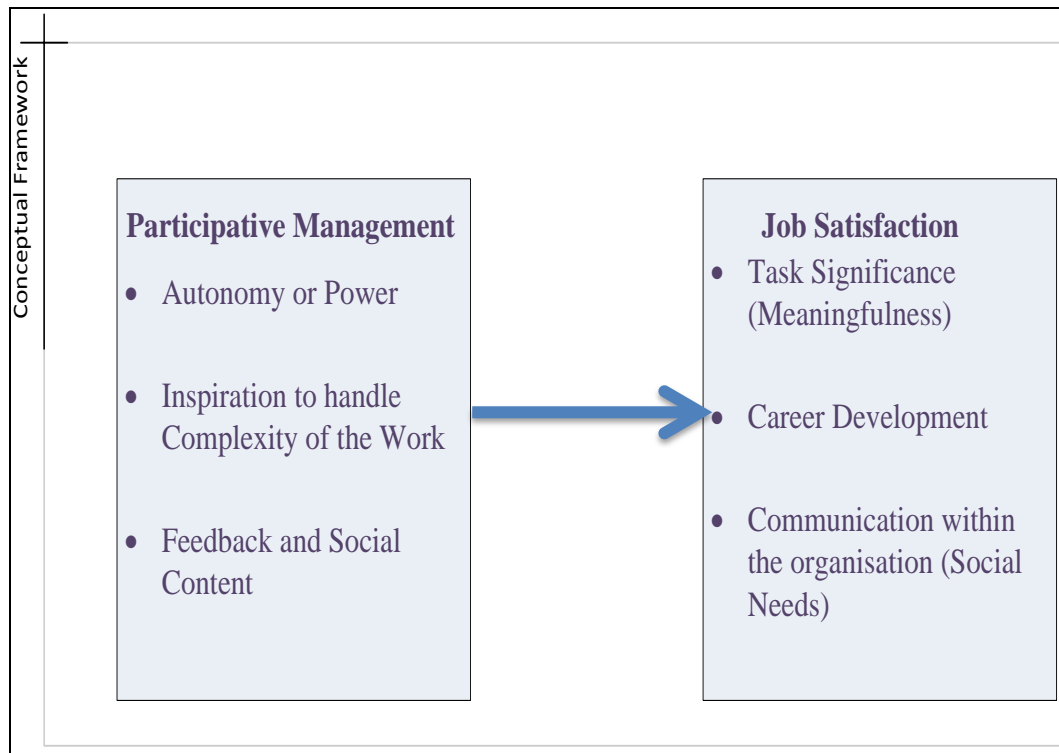


Figure 3.1: Research Main Variables

Therefore, consistent with the conceptual framework and the studies cited earlier in the literature review, regarding participative management's influence on job satisfaction, the main hypothesis of this study is:

Participative management have a positive effect on employee job satisfaction.

3.2 Methodology:

In this dissertation, the concepts of participative management and job satisfactions have been broadly studied through an extensive review of existing literatures containing mainly books as well as journal articles. First, an concentrated research has been performed to explore the concept of participative management along with its various dimensions, and the motives for applying participative management has been defined along with its different effects. The major misconceptions about what is the participative management concept and how it should be implemented have been intensively studied and analysed. Then, the conditions that should be taken into account while planning to implement participative management has been explored together with the techniques that should be utilised to effectively implement participative management. Secondly, the concept of job satisfaction has been explored in terms of its various dimensions. Finally, the relationship, according to the literature, between the participative management and job satisfaction has been identified and analysed thoroughly. Data acquired from literatures have been assessed according to the real life organisational cases incorporated in the scope of this study.

In this particular research, quantitative approach will be implemented to examine literature review outputs as well as data collected from employees regarding the effects of participative management on job satisfaction. Quantitative approach has been used to collect absolute data about each studied variables incorporated in the scope of this research. The research variables have been studied in unbiased way as well as objective manner. The key reason behind applying the quantitative approach was to be able to collect numerical data, identify the effect of each studied variable on each other, and generalise it across the population. In addition, quantitative research comprised methods adopted to ensure objectivity as well as reliability. Questionnaires have been used as the main technique for the quantitative research that guarantee feedback from concerned personnel with different job categories within the research scope. Feedback data have then been statistically studied and analysed in order to examine the correlation among the different variables of participative management and job satisfaction.

One of the main advantage of using questionnaire approach is the ability to manage the questionnaires remotely through email along with telephone calls. Furthermore, the standardised questions of the questionnaires assisted in making the measurements of the study more specific by imposing constant definitions amongst the participants. Questionnaires will be distributed among company x employees who are working in the operational level to gather their experience and feedbacks about the participative management and job satisfaction which will help to realise how participative management is affecting their feeling of job satisfaction.

The questionnaire consist of 74 comprehensive questions in which each set of questions is related to a specific measure of a specific independent variable, as presented in Appendix 1.0. In the questionnaire the questions comprised of two main sections. The first section of the questionnaire was developed to gather personal information about participants that included the gender, marital status, age, nationality, educational level, number of years employed in your current organisation, and job status. Then, the second section includes two main parts. The first part include 35 questions that examines the main variables of participative management which are “Autonomy or Power”, “Inspiration to handle Complexity of the Work”, and “Social Content (Feedback)”. Finally, The second part contain 32 questions related to job satisfaction variables which are “Task Significance (Meaningfulness)”, “Career Development” and “Communication within the Organisation”. The questionnaire employed a five-point scale in ‘Likert’ format in which the lowest scale was ‘1’ which represented ‘Strongly Agree’ and the highest was ‘5’ which represented ‘Strongly Disagree’. This format has positively contributed in attaining accurate answer that represents particular level of agreement linked with each of stated measures.

The main aim of this questionnaire is to gather data and feedback from employees about each of these important variables of participative management and job satisfaction. Then, the data gathered have been assessed through statistical methods to examine the relationships among different variables through SPSS

application to figure out the correlation between participative management and job satisfaction.

An experimental study was done in an early stage of the study so as to assess the validity, reliability and easiness of the questionnaire's questions. Accordingly, 15 employees answered the questionnaire questions. This experimental study had been essential to ensure that questionnaire's questions were sufficient to measure the variables of this research. Moreover, it was important also to guarantee that the employees would easily understand the language of the questions used in the questionnaire. As a result, the questionnaire was amended according to the various views and remarks from the participants in order to increase the validity and clarity of the questionnaire. After that, the questionnaire were sent via email to the selected sample to gather the required data.

In the analysis part of the study, SPSS software was the main tool utilised to statistically analyse the data gained from the study sample. In the SPSS analysis, the job satisfaction main variables which are: task significance, career development and communication have been conceived as dependent variables. Whereas the participative management's variable which are autonomy and power, inspiration to handle complexity of work and social content have been conceived as independent variables. In the analysis part of the research, three main tests which are reliability test, correlation test, as well as regression test have been applied to the collected data.

Initially, the reliability test has been done to assess whether the determined measures can be reliably used as representatives of the studied variables. According to Cronbach and Richard, the value of the Cronbach's alpha (α), which is the main output of the reliability test, was used as a measure of the internal reliability or consistency of a psychometric test score for a sample of examinees (2004). Allen and Yen added that as per agreed by many scholars, the minimum value of Cronbach's alpha should be 0.7 so that a confident measure can be used as an instrument (2002). Nevertheless, other scholars like Gliem and Gliem (2003) mentioned that the minimum value of Cronbach's alpha should be 0.8 and they added that it is practically reasonable to be set as a goal in most researches.

In this research, reliability test has been applied on each independent variable with its measures and the Cronbach's Alpha value was set to 0.80. For instance, the reliability test was conducted on the 'autonomy' variable in order to check if the measures used to represent this variable are reliable and consistent. Thus, if the value of Cronbach's Alpha that is obtained from the SPSS was more than 0.8, the autonomy value would be represented as the average of its measures. Otherwise, a specific measure would be deleted using the SPSS 'if item deleted' procedure. In the same way, reliability test should be applied in all the other independent and dependent variables' measures. The items which are deleted through the 'if item deleted' procedure would not be included when computing the averages value of the independent variables.

Next, the correlation test was done to figure out if there is a relation between each dependent variables and each of the independent variables. According to Thompson (2004), in the correlation test, the level of significance α , which is one of the major outputs of the correlation test, is generally used to represent the rejection region of sampling distribution in order to examine how the result that is obtained from the studied sample can be generalised to the whole population. Thompson mentioned that the standard levels of significance are 5% (0.05), 1% (0.01) and 0.1% (0.001) (2004). Yet, a level of 5% is commonly selected for being conventional (Stigler, 2008). Thus, in this study, 5% (0.05) is selected to be the significance level which means that the confidence level is 95%. Furthermore, the observed level of significance (p value) assess the validity of the correlation, if the (p value) is less than α , the null hypothesis will be rejected and vice versa. For example, if the p value of the correlation test between autonomy and task significance was less than 0.05, this mean that there would be a statistical verification of the correlation between the autonomy and the task significance.

Finally, after detecting if the depended variables correlate with the independent variable, the regression test was performed to identify the relation of the dependent variables (task significance, career development and communication) with the independent variables (autonomy, inspiration to handle complexity of work, and social content). In regression test, the coefficient of correlation r^2

measure the proportion of the variation of the studied dependent variables that is described by the variability of the studied independent variables. For example, if the r^2 value was found to be equal to 0.80 when testing the regression test on the autonomy (independent variable) and task significance (dependent variable), it would mean that 80% of the variation of the task significance variable can be described by the variability of the autonomy variable. Which means that 80% of the task significance is affected by the autonomy. Furthermore, the regression test also provided the coefficient (β) of the linear relationship between the independent variables and the dependent variables according to the below equation:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_k X_k + \varepsilon$$

Moreover, regression test output included the analysis of variables (ANOVA). ANOVA analysis is conducted principally to confirm that the outputs of the regression test are reliable, acceptable and safe to be replicated over the whole population of company x. Since the test was performed on a selected sample from the whole employees' population. It is important to mention here that if the significant value, obtained from SPSS tests, was less than 0.05, then it would be safe to generalise the test's outputs over the entire population.

In the statistical analysis, the following should be assumed:

- linearity of the responses (input data)
- The independence of the individual values of the error terms of each other
- Errors are normally distributed.
- In all values of independent variables, the distribution of error values has equal variances.
- There is no correlation between the independent variables.
- The means of the dependent variable can be connected by a straight line for all specified values of the independent variables.

Figure 3.2 in page 66 demonstrates the conceptual framework of this study together with the methodology used as the following:

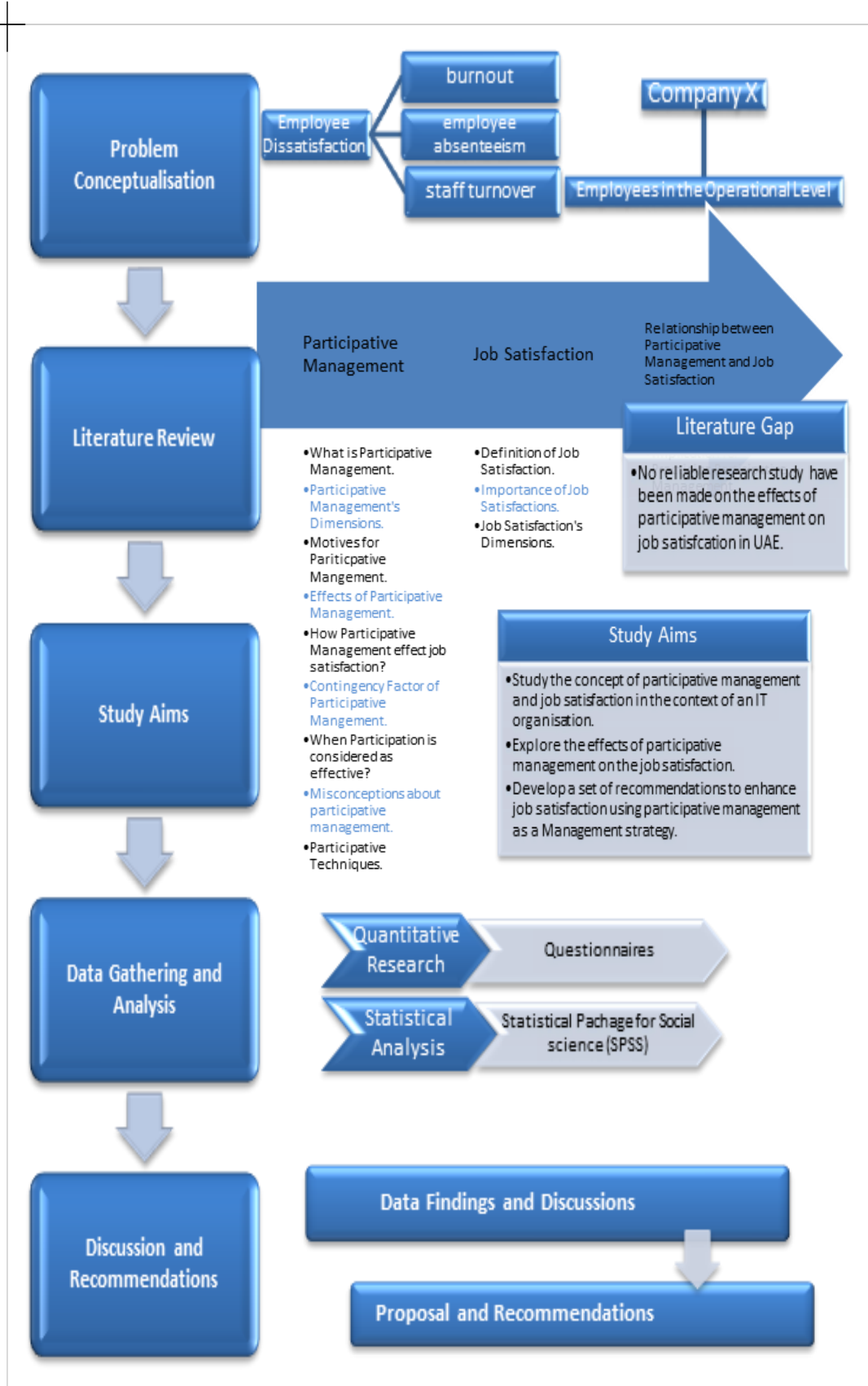


Figure 3.2: Research Conceptual Framework and Methodology

Chapter 4: Data Collection and Analysis

4.1 Introduction to Data Collection and Analysis

In this section, quantitative research approach will be adopted as mentioned previously in methodology section. quantitative approach is applied so as to assess the outputs of the literature review on the participative management and job satisfaction within the scope of this study. Questionnaire will be the quantitative research technique that will be used to gather data and feedback about participative management and job satisfaction from the company x employees.. The questionnaires will be distributed to company x employees who are working in the operational level via email to get their data and feedback. After that, those data and feedback will be statistically assessed through using the Statistical Package for Social Science (SPSS) software so as to conclude a subjective outcomes about participative management and job satisfaction. finally, those outcomes will be used to generate recommendations for the best practices in order to resolve the employees dissatisfaction problem in company x.

4.2 Study Samples

In this research, the data and feedback were gathered from full-time employees of a leading semi-governmental IT outsourcing company based in Abu Dhabi, the capital of the United Arab Emirates (U.A.E) in 2013. A sample of employees working in the operational level was selected since it was thought that this research would add a beneficial guidelines to the management of company x in improving the human management techniques through adopting participative management so as to reduce the employees dissatisfaction.

Random sampling technique was utilised so as to select a representative sample for this study, and the study questionnaires were distributed via email to the employees covered with a letter that demonstrate the purpose of this questionnaire and that the outputs of this questionnaire will only be used for study purpose, and guaranteeing the confidentiality of all the responses.

The population of this study comprise 900 full-time employees, representing all employees working in the operational level of company x. The sample that has been selected to represent our population are 81 employees who are working in 9 different job categories in the operational level. The sample that is selected for this study is from various job categories since sampling variability increase the confidence that the selected sample is capturing the characteristics of the population. The following is the different job categories which has been selected to be studied in this research:

- 1- Information analysts and information specialists.
- 2- Support engineers and senior support engineers.
- 3- Network engineers and senior network engineers.
- 4- System analysts and senior system analysts.
- 5- SharePoint analysts and SharePoint Specialists.
- 6- System administrators
- 7- Help desk coordinators
- 8- .Net Developers.
- 9- Assistants and Secretaries.

The questionnaires will be distributed over 100 employees and it is expected that mostly 80 of them will provide a response. The following sections will provide a thorough descriptions of the study samples.

4.3 Quantitative Research Approach

As mentioned in the previous section, quantitative research approach was used as the main research approach in this research. Quantitative approach was essential for this research in order to gain different perspectives of the targeted personnel in the scope of this study and to collect statistical data that is absolute about the correlation between participative management and job satisfaction.

Questionnaire were distributed to employees via email to collect data and feedback about participative management and how it affects their feeling of job satisfaction. It should be mentioned here that from the literature review, 3 main dimensions of participative management as well as 3 dimensions of job satisfaction were identified. Those 6 dimensions can be undertaken as independent variables in the quantitative research approach. The main independent variables of participative management as identified from literature review and as shown in figure 3.1 are ‘Autonomy or Power’, ‘Inspiration to Handle Complexity of the work’, and ‘Social Content (Feedback)’. while, the main independent variables of job satisfaction are ‘Task Significance (Meaningfulness)’, ‘Career Development’ and ‘Communication within the Organisation’. The questionnaire was designed and developed in a way that ask certain questions as a measurements for each of these independent variables and the participants will provide data and feedback about each of these measures. Feedback and data was then statistically analysed through SPSS software to test the correlation among the different variables of participative management and variables of job satisfaction

Appendix 1, displays the questionnaire used in this study which was developed according to the information gathered from the literature review about each participative management and job satisfaction. Questions (1-35) reflect the main dimensions of participative management that was identified previously in the literature review which are autonomy, inspiration to handle complexity of the work and social content. On the other hand, questions (36-67) represent the main dimensions job satisfaction which are task significance, career development and communication. The first section of the questionnaire, aimed to gather

demographic and career information and data about the participants. The second section contained 67 focused questions in which each questions relate to a particular measure of a particular independent variable.

4.3.1 Data Presentation

Table 4.1 explains the distribution of study sample according to demographic and career factors which are: gender, marital status, age, nationality, educational level, number of years employed in your current organisation and job status. It should be mentioned that the questionnaires were distributed over 100 employees via email, however the total number of participants who successfully filled and send back their responses are 81 out of the 100 employees. As displayed in table 4.1, the study sample covered all the targeted scope which is the employees working in the operational levels with middle and lower level job status.

	Gender	Marital Status	Age	Nationality	Educational level	Experience in your current organisation	Job Status
Male	62						
Female	19						
Single		19					
Married		62					
25-35			35				
36-46			42				
47-57			2				
58 and above			2				
UAE National				27			
Non- UAE National				54			
Diploma					4		
Higher Diploma					4		
Bachelor					41		
Masters					32		
2-7 years						12	
8-13 years						60	
14-19 years						9	
Middle Level							77
Lower Level							4
Total	81	81	81	81	81	81	81

Table 4.1: distribution of study sample according to demographic and career factors

4.3.2 The Study Model and Variables

The study incorporates 3 main dependent variables that represent the job satisfaction and 3 main independent variables that represent the participative management. Statistical analysis was used to test the correlation between independent variables and dependent variables and figure out the relations if it exist between them. The studied dependent and independent variables were defined and represented through several measures which were assessed by executing reliability test using SPSS to make sure that the each of these measures is acceptable to represent its corresponding dependent or independent variables. Figure 4.3 demonstrates the intended investigation of the relationship between participative management variables and job satisfaction variables.

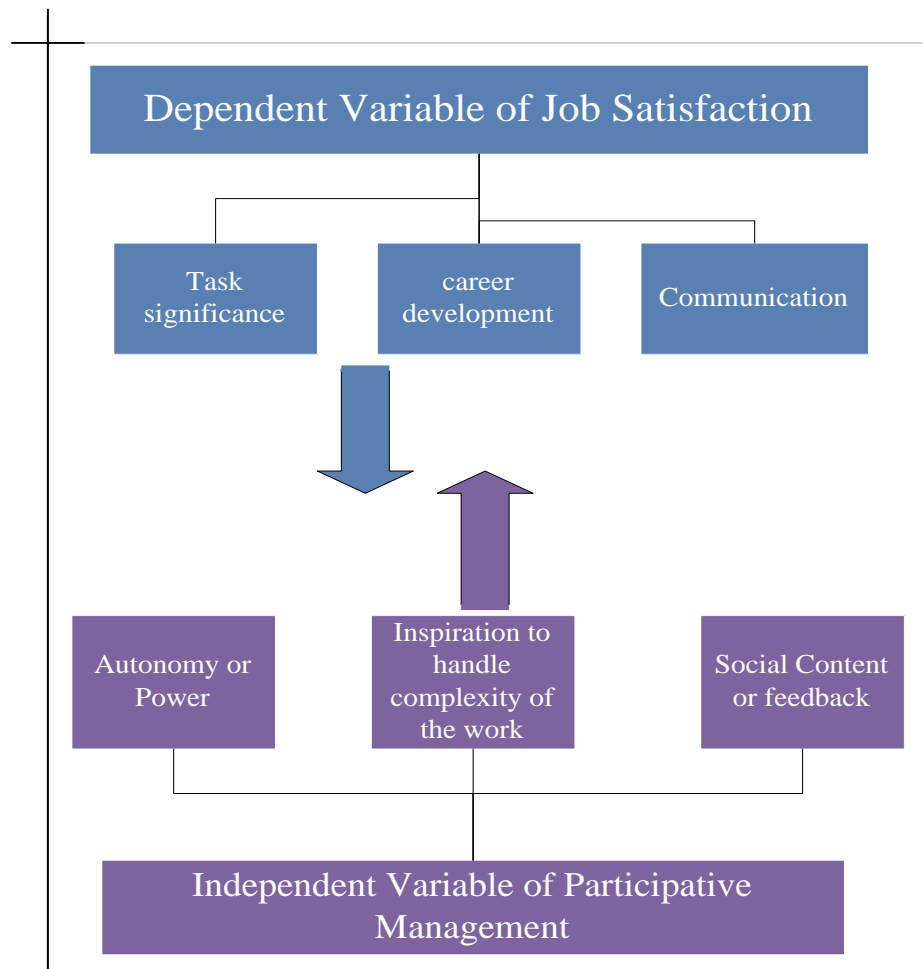


Figure 4.3: Study of Dependent and Independent Variables

4.3.3 Study Variables

The study model as shown in Figure 4.1, assumes the followings:

- The participative management independent variables are not correlated with each other.
- The means of the dependent variable can be connected by a straight line for all specified values of the independent variables.
- The linearity of relationship between a dependent variable and k of independent variables is illustrated through the following linear regression model:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_k X_k + \varepsilon$$

Where:

- Xs: independent variables
- Ys: Dependent variable;
- Bs: the regression coefficients
- ε is the error term.

4.3.4 Data Analysis

In the data analysis section, the data collected from the questionnaires, are statistically analysed by using SPSS software. Three main tests were applied on the collected data and the findings are presented.

4.5.3.1 Reliability Test

The reliability test was performed through SPSS software so as to test the scales used to measure the studied independent and dependent variables. For the accurateness of the research, the accepted value of Cronbach's Alpha was supposed to be equal to 0.8. Accordingly, all the independent and dependent variables will be tested using the measures. Appendix1 displays detailed results of the reliability test obtained by using SPSS Software.

Table 4.2: Reliability Results for Each Variable

Variable	No. of Cases	No. of Items	Reliability
Task Significance	81	10	0.985
Career Development	81	8	0.982
Communication	81	14	0.990
Autonomy	81	16	0.991
Inspiration to Handle			
Complexity of Work	81	7	0.978
Social Content	81	12	0.987

First, the test was performed to test the reliability of the 10 measures representing the task significance dependent variable. As shown in Tables 4.2 exported from SPSS, the Cronbach's Alpha value is 0.985 which is greater than 0.8 and absolutely an acceptable value. Therefore, the average of the 10 measures identified for the task significance can be acceptably and successfully represent the *Task Significance* dependent variable.

Second, the test was performed to test the reliability of the different measures representing the career development dependent variable. As shown in Tables 4.2, the Cronbach's Alpha value is 0.982 which is an acceptable value. Therefore, the average of the 8 identified measures can acceptably represent the *Career Development* dependent variable.

Third, the value of the Cronbach's Alpha for the 14 measures of communication is found to be 0.990 which is an acceptable value. Therefore, the average of the 14

identified measures for communication can be acceptably and successfully represent the *communication* dependent variable.

Fourth, the value of Cronbach's Alpha for the different measures of autonomy variable is 0.991 which is an acceptable value. Therefore, the average of the 16 identified measures can acceptably represent the *Autonomy or Power* independent variable.

Fifth, the value of Cronbach's Alpha for the different measures of the inspiration to handle the complexity of the work independent variable is 0.978. Therefore, the average of the 7 identified measures acceptably represent the *Inspiration to handle the complexity of the work* independent variable.

Finally, the value of Cronbach's Alpha for the different measures of the social content independent variable is 0.987. Therefore, the average of the 12 identified measures can acceptably represent the *Social content* independent variable

As a result of the reliability test, all dependent variables of job satisfaction as well as independent variables of participative management will be presented as an average value of its measures.

4.5.3.2 Correlation Test

The correlation test was done to check if there is a correlation between each independent variable with each of the dependent variables. As discussed in the methodology section, the correlation between the variables is figured out through checking the p value from the Pearson Correlation which is one of the major output of the correlation test. In order to attain appropriate research, it was assumed that the confidence level for this study is 95%, which means that α is equals to 0.05 in the 2-tailed method. According to the findings of the Pearson Correlation method, in order to have a correlation between the tested variables, the p value should be less than α . Table 4.3 below, illustrates the output of the correlation test attained from the SPSS software. Appendix 1 displays the detailed results of the Correlation test using SPSS Software.

Table 4.3: Correlation Matrix between all Variables(Pearson Correlation values)

Variable	1	2	3	4	5	6
1. Task Significance	1.000	.990**	.993**	.902**	.920**	.912**
2. Career Development		1.000	.987**	.905**	.923**	.913**
3. Communication			1.000	.909**	.922**	.918**
4. Autonomy				1.000	.989**	.995**
5. Inspiration to Handle Complexity of Work					1.000	.922**
6. Social Content						1.000

** . Correlation is significant at the 0.01 level (2-tailed).

First, the relationships between the dependent variables of job satisfaction which are task significance, career development and communication and the independent variables of the participative management which are autonomy, inspiration to handle complexity of work and social content were investigated using Pearson correlation coefficient, as presented in table 4.3. It is shown that there is a significant positive correlation between task significance, career development and communication with all the independent variables which are: autonomy,

inspiration to handle complexity of work and social content with a strong significance level, $p < 0.01$.

4.5.3.3 Regression Test

After compiling the correlation test to determine which independent variables are in correlation individually with each of the dependent variables, the regression test was executed so as to test the sensitivity of the job satisfaction variables as a dependent variable towards participative management variables. Tables below provide the outcome of the analysis. First of all, the test was performed to examine the relation between the task significance dependent variable and each of the identified independent variables (autonomy, inspiration to handle complexity of work, and social content) as illustrated in tables 4.4, 4.5 and 4.6.

A) Task Significance and all independent variables.

Table 4.4: Regression Model Summary (Task Significance)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Autonomy	.902a	.813	.811	.54766
Inspiration to handle Complexity of Work	.920a	.847	.845	.49589
Social Content	.912a	.832	.830	.51966

a. Predictors: (Constant), G.Autonomy, G.HandleComplexWork, G.socialContent

Table 4.4 shows that 81.1% of the variance in the employee feeling of task significance could be explained by the variability of the autonomy and power that the employee receive from his/her manager. Moreover, the table shows that 84.5% of the variance in the task significance could be explained by the variability of the employees' level of inspiration to handle complexity of work. Additionally, it is found that 83.0% of the variation in the task significance could be explained by the variability of the social content and interaction between the employees within groups or teams.

Additionally, according to the finding of ANOVA test in Table 4.5, the significant value is 0.000. This significant value points out that it is considerably safe to replicate the results of the studied sample over the whole population of company x.

Table 4.5: ANOVA (Task Significance)

Model		Sum of Squares	df	Mean Square	F	Sig.
Autonomy	Regression	103.156	1	103.156	343.933	.000^b
	Residual	23.695	79	.300		
	Total	126.851	80			
Inspiration to handle Complexity of Work	Regression	107.424	1	107.424	436.850	.000b
	Residual	19.427	79	.246		
	Total	126.851	80			
Social Content	Regression	105.517	1	105.517	390.730	.000b
	Residual	21.334	79	.270		
	Total	126.851	80			

a. Predictors: (Constant), G.Autonomy, G.HandleComplexWork, G.socialContent

b. Dependent Variable: G.TaskSignificance

Furthermore, Table 4.6 demonstrates the coefficients (β) of the linear relationship between the dependent variable (% of Task Significance) and the independent variables as per the following equation:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_k X_k + \varepsilon$$

However, by inspecting the Beta values for the three independent variables — autonomy, inspiration to handle complexity of work and social content (see Table 4.6), it is noticed that the Beta value for all of them are positive 0.920, 0.957, and 0.933 respectively, and all with high significance value for, $p < 0.01$. Thus, in order to alter the % of task significance from one classification to another, any of

the independent variables of participative management should be altered by their associated coefficient Beta value which is shown in Table 4.6.

Table 4.6: Regression's Coefficients (Task Significance)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.169	.146		1.160	.250
	G.Autonomy	.920	.050	.902	18.545	.000
2	(Constant)	.060	.134		.449	.655
	G.HandleComplexWork	.957	.046	.920	20.901	.000
3	(Constant)	.149	.138		1.084	.282
	G.SocialContent	.933	.047	.912	19.767	.000

a. Dependent Variable: G.TaskSignificance

B) Career Development and all independent variables.

Table 4.7 shows that 81.7% of the variance in the career development of the employee could be explained by the variability of the autonomy and power that the employee receive from his/her manager. Moreover, the table shows that 84.9% of the variance in the career development could be explained by the variability of the employees' level of inspiration to handle complexity of work. Additionally, it is found that 83.1% of the variation in the career development could be explained by the variability of the social content and interaction between the employees within groups or teams.

Table 4.7: Regression Model Summary (Career Development)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Autonomy	.905^a	.819	.817	.53954
Inspiration to handle Complexity of Work	.923^a	.851	.849	.48899
Social Content	.913^a	.833	.831	.51816

a. Predictors: (Constant), G.Autonomy, G.HandleComplexWork, G.socialContent

Additionally, according to the finding of ANOVA test in Table 4.8, the significant value is 0.000. This significant value points out that it is considerably safe to replicate the results of the studied sample over the whole population of company x.

Table 4.8: ANOVA (Career Development)

Model		Sum of Squares	df	Mean Square	F	Sig.
Autonomy	Regression	103.981	1	103.981	357.195	.000b
	Residual	22.997	79	.291		
	Total	126.978	80			
Inspiration to handle Complexity of Work	Regression	108.089	1	108.089	452.043	.000b
	Residual	18.890	79	.239		
	Total	126.978	80			
Social Content	Regression	105.768	1	105.768	393.941	.000b
	Residual	21.210	79	.268		
	Total	126.978	80			

a. Predictors: (Constant), G.Autonomy, G.HandleComplexWork, G.socialContent

b. Dependent Variable: G.CareerDevelopment

Moreover, Table 4.9 demonstrates the coefficients (β) of the linear relationship between the dependent variable (% of Career Development) and the independent variables as per the following equation:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_k X_k + \varepsilon$$

The coefficients (β) illustrated in table 4.9 demonstrates the effect of changing the independent variables (autonomy, inspiration to handle complexity of work, and social content), on changing the percentage of career development. The coefficients for all independent variables are positive and significant. Therefore, in order to alter the % of career development from one classification to another, any of the independent variables of participative management should be altered by their associated coefficient Beta value which is shown in Table 4.9.

Table 4.9: Regression's Coefficients (Career Development)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.204	.144		1.423	.159
G.Autonomy	.923	.049	.905	18.900	.000
2 (Constant)	.097	.133		.735	.464
G.HandleComplex Work	.960	.045	.923	21.261	.000
3 (Constant)	.192	.137		1.393	.167
G.SocialContent	.934	.047	.913	19.848	.000

a. Dependent Variable: G.CareerDevelopment

C) Communication and all independent variables.

Table 4.10 shows that 82.4% of the variance in the communication of the employee could be explained by the variability of the autonomy and power that the employee receive from his/her manager. Moreover, the table shows that 84.8% of the variance in the communication could be explained by the variability of the employees' level of inspiration to handle complexity of work. Additionally, it is

found that 84.1% of the variation in the communication could be explained by the variability of the social content and interaction between the employees within groups or teams.

Table 4.10: Regression Model Summary (Communication)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Autonomy	.909^a	.827	.824	.52383
Inspiration to handle Complexity of Work	.922^a	.850	.848	.48763
Social Content	.918^a	.843	.841	.49844

a. Predictors: (Constant), G.Autonomy, G.HandleComplexWork, G.socialContent

Additionally, according to the findings of ANOVA test in Table 4.11, the significant value is 0.000. This significant value points out that it is considerably safe to replicate the results of the studied sample over the whole population of company x.

Table 4.11: ANOVA (Communication)

Model		Sum of Squares	df	Mean Square	F	Sig.
Autonomy	Regression	102.008	1	102.008	371.748	.000^b
	Residual	21.403	78	.274		
	Total	123.412	79			
Inspiration to handle Complexity of Work	Regression	104.865	1	104.865	441.017	.000^b
	Residual	18.547	78	.238		
	Total	123.412	79			
Social Content	Regression	104.033	1	104.033	418.739	.000^b
	Residual	19.379	78	.248		

Total	123.412	79			
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a. Predictors: (Constant), G.Autonomy, G.HandleComplexWork, G.socialContent

b. Dependent Variable: G. Communication

The coefficients (β) illustrated in table 4.9 demonstrates the effect of changing the independent variables (autonomy, inspiration to handle complexity of work, and social content), on changing the percentage of communication. The coefficients for all independent variables are positive and significant. Therefore, in order to alter the % of communication from one classification to another, any of the independent variables of participative management should be altered by their associated coefficient Beta value that is shown in Table 4.12.

Table 4.12: Regression's Coefficients (Communication)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.100	.141		.710	.480
	G.Autonomy	.934	.048	.909	19.281	.000
2	(Constant)	.000	.134		.003	.998
	G.HandleComplexWork	.969	.046	.922	21.000	.000
3	(Constant)	.082	.134		.611	.543
	G.SocialContent	.946	.046	.918	20.463	.000

a. Dependent Variable: G.Communication

The outcomes of the regression test implies that all the independent variables of participative make strong contribution to explain the dependent variables of job satisfaction. The output of the regression analysis stresses on the correctness and acceptance of the positive relationship between (task significance, career development and communication) and all the independent variables. In other word, the employee perceives that his job is more meaningful, supports his career development and stresses on effective communication when his/her manager

grants him/her autonomy or power over the work activities, when employee is inspired by the management to handle complexity of work, and when there is concentration from the management on building an interactive working environment with a strong social content.

4.4 Data Findings and Discussion

As discussed previously, the quantitative research approach was the main research method adopted in this study, and the questionnaires were used primarily as the main quantitative research technique to examine the identified variables of the participative management and job satisfaction which were identified initially through the literature review. The variables of each of participative management and job satisfaction were examined in the quantitative research approach and the relationship between them were identified statistically by using SPSS Software.

As demonstrated in the outputs of the data analysis of the reliability test, all of the recognised measures for each variable were statistically verified to represent their associated independent variables. It was presented that the scales used for examining the participative management and job satisfaction are acceptable and reliable since Cronbach's Alpha for most of the tested variables was found to be more than 0.8. This prove that the measures that represent each of the dependent and independent variable, and which is obtained from the literature review as well as used in the questionnaires were sufficient for this research.

In the case of the autonomy independent variable, the measures were selected to cover the most important aspects reflecting granting autonomy or power to the employees in the real situation which is one of the participative management dimensions. "Autonomy1", "Autonomy2", "Autonomy3", and "Autonomy4" measures covered the proper understanding of the department's goals and objectives, the involvement of the employee in the department's planning process, the autonomy to declare the work behaviors required to attain the department's goals and objectives, and the understanding of the link between the department's goals and the work behaviors that are implemented to attain the goals. Moreover, "Autonomy5", "Autonomy6", "Autonomy7", "Autonomy8", and "Autonomy9" measures covered the autonomy to define and recognise employee's own task, the ability to control the activities involved in his/her own tasks, the autonomy to decide the way to perform and complete the task, and the ability to apply influence over the results. Also, "Autonomy10" and "Autonomy11" measures covered the autonomy to contribute in decision-making process of the employee's

department and to have influence over the decisions. Additionally, “Autonomy12”, “Autonomy 13” measures covered the employee’s autonomy to participate and contribute in solving problems related to his/her department. Finally, “Autonomy14”, “Autonomy15”, and “Autonomy16” measures covered the autonomy to contribute in any change related to any work related issue in the department and the ability to provide ideas, thoughts and inputs or propose a change. All in all, all of these measures that used to represent the autonomy variable when executed in the reliability test, provided a high output of Cronbach's Alpha value of 0.991, which proved that these selected measures are well related to each other and are reliable to characterise autonomy variable. On other words, these measures which have been obtained from the literature review and applied in the questionnaire of this study are considered sufficient to represent autonomy variable.

In the case of inspiration to handle complexity of work independent variable, the measures were selected to mostly cover the concept of being inspired to handle more complex work in real situation which is one of the participative management dimensions. In details the “HandleComplexWork1”, “HandleComplexWork2”, and “HandleComplexWork3” measures covered the inspiration to contribute in setting goals, decision-making, problem -solving as well as participation in change, being assigned to different tasks that add experience and knowledge, being inspired to obtain all the skills and knowledge that are required to accomplish the diversity of tasks. Moreover, “HandleComplexWork4”, “HandleComplexWork5”, “HandleComplexWork6”, along with “HandleComplexWork7” measures covered the manager role in encouraging team knowledge and skills improvement, supporting team involvement in diverse types of tasks, facilitating the required training to the team, and inspiring them to accomplish the trainings needed to perform the works. All of these measures showed an acceptable and reliable Cronbach’s Alpha value of 0.978 to characterise the inspiration to handle complexity of work variable. As a result, this output showed that the measures gained from the literature and adopted through the questionnaires were reliable and adequate for this variable. On other words, these measures which have been obtained from the literature review and

applied in the questionnaire of this study are considered sufficient to represent inspiration to handle complexity of work variable.

In the case of the social content independent variable, the measures were chosen to cover the most important aspects of the social content variable in the real situation which is one of the participative management dimensions. “SocialContent1” and “SocialContent2” measures covered the encouragement and inspiration that the employee receive from his/her manager to work in a group or a team. Moreover, “SocialContent3”, “SocialContent4”, “SocialContent5”, “SocialContent6”, “SocialContent7” and “SocialContent8” measures covered the extent of the involvement the employee practice in a collective problem solving , conjoint decision-making, and collective contribution in change. Also, “SocialContent9”, “SocialContent10”, “SocialContent11”, and “SocialContent12” measures covered the role of the manager in supporting social communication and interaction. All of these measures showed an acceptable and reliable Cronbach’s Alpha Cronbach’s Alpha value of 0.987. This support that these measures which have been obtained from the literature review and applied in the questionnaire of this study are considered reliable and sufficient to characterise social content variable.

In the same way, the task significance dependent variable, the measures were elected to cover the most important aspects of the task significance variable in the real situation which is one of the job satisfaction dimensions. “TaskSignificance1”, “TaskSignificance2” and “TaskSignificance3” measures covered the power, influence, responsibility, trust and confidence that the employee receive from his/her manager. Moreover, “TaskSignificance4”, “TaskSignificance5”, “TaskSignificance6”, “TaskSignificance7” , “TaskSignificance8”, “TaskSignificance9”, and “TaskSignificance10” measures covered the employee’s feeling of doing a meaningful job, adding valuable contribution to his/her organisation, and being satisfied of the job he/she is doing. The above measures showed a reliable and high Cronbach’s Alpha value of 0.985 to characterise task significance variable.

In the case of the career development dependent variable, the measures were elected to cover the most important aspects of the career development variable in the real situation which is one of the job satisfaction dimensions. “CareerDevelopment1”, “CareerDevelopment2”, “CareerDevelopment3”, “CareerDevelopment4” and “CareerDevelopment5” measures covered the manager role in enhancing employees’ understanding of organisational process, facilitating the essential training that helps in developing his/her teams skills and abilities and reducing their work stress, assisting employees in realising employees’ future associated with that of their current organisation. Moreover, “CareerDevelopment6”, “CareerDevelopment7” and “CareerDevelopment8” measures covered the employee’s feeling of satisfaction about their work performance, work growth and career opportunity. The above measures showed a high, reliable and acceptable Cronbach’s Alpha value of 0.982 to represent the career development dependent variable.

Finally, the communication within the organisation dependent variable, the measures were chosen to cover the most important aspects of the social communication variable in the real situation which is one of the job satisfaction dimensions. “Communication1”, “Communication2”, “Communication3”, “Communication4”, “Communication5” and “Communication6” measures covered the management role in sharing knowledge and information with employees, encouraging information sharing between employees, being supportive and responsive, and improving the flow and accessibility of information within the departments. “Communication7”, “Communication8”, “Communication9”, “Communication10”, “Communication11”, “Communication12”, “Communication13” and “Communication14” measures covered the employee’s perception on the feedback and social environment within his/her manager, team members and organisation. The above measures provided a high, reliable and acceptable Cronbach’s Alpha value of 0.990 to represent the communication within the organisation dependent variable.

In the correlation test, each of the independent variables (autonomy, inspiration to handle complexity of work, and social content) were tested in the SPSS

correlation test to check whether they are correlated with the each of the dependent variables (task significance, career development, and communication). It was figured out from the output of the correlation test that there is correlation-relationship between all the studied independent variables of the participative management with all the dependent variables that characterised the job satisfaction. As illustrated previously in table 4.3, the values of the Pearson Correlation, which is a major output of the correlation test, were showed from the output to be less than α value ($p < \alpha$) for the 2-tailed method in all the correlation tests performed.

First, the statistical correlation test figured out that the autonomy variable is positively correlated to the task significance variable. Table 4.3 showed that 90.2% of task significance is affected by autonomy. Which means that the correlation is high and strong between autonomy and task significance. This means that granting the employee more power and influence in the work activities, in particular those activities which are assigned usually to the management, in addition to providing them with more trust and confidence on their capabilities to fulfill the work assigned to them and their abilities to add valuable contributions to the organisation will increase employees' feeling of meaningfulness, and they will significantly perceive their work as more important as well as satisfying. Thus, manager should provide autonomy to the employee in order to increase his/her feeling of task significance or meaningfulness.

Second, the statistical correlation test presented that the autonomy is positively correlated to the career development variable. Table 4.3 showed that 90.5% of career development is affected by autonomy. Which means that the correlation is high and strong between autonomy and career development. This indicates that granting employee autonomy to set his/her goals, to contribute in decision-making process, and to manage a specific task will increase his/her feeling of being more responsible, will boost his/her confidence of having the ability to accomplish the tasks, and will encourage the employees to acquire the required skills and knowledge to accomplish the tasks or goals assigned to them. Therefore, manager

should provide autonomy to the employees over their tasks and goals, since this will support and aid the employees in their career development and future plans.

Third, the statistical correlation test indicated that the autonomy is positively correlated to the communication. Table 4.3 showed that 90.9% of communication is affected by autonomy. Which means that the correlation is high and strong between autonomy and communication. This indicates that granting employee autonomy and power will increase his interaction within his/her team members and with other teams, for example, when an employee is assigned to coordinate a project from the beginning till the completion of the project, which is usually the responsibility of the line manager to manage and coordinate the projects till the end, the employee will then interact with his colleagues in the same team and sometimes with other teams for the sake of following up and getting updates till completing the project successfully. Thus, this will increase the communications within the team and with the other teams. Accordingly, manager should provide autonomy to the employees, since this will give them more confidence to interact with his/her colleagues and with other teams within the organisation.

Forth, the statistical correlation test figured out that the inspiration to handle complexity of work variable is positively correlated to the task significance variable. Table 4.3 showed that 92.0% of task significance is affected by inspiration to handle complexity of work. Which indicates that the correlation is high and strong between inspiration to handle complexity of work variable and task significance. This means that in participative management theme, the employee is more inspired to acquire the skills and knowledge required to accomplish complex task assigned to their work group and which will increase the meaningfulness of the employee job. Consequently, manager should encourage the employees' inspiration to handle complex work in order to increase employees' task significance.

Fifth, the statistical correlation test presented that the inspiration to handle complexity of work variable is positively correlated to the career development variable. Table 4.3 showed that 92.3% of career development is affected by inspiration to handle complexity of work. This indicates that the growth need and

career development is being satisfied when the employees are inspired to obtain all the skills and knowledge that are essential to fulfill the diversity of tasks assigned to their work group. Subsequently, manager should encourage the employees' inspiration to handle complex work in order to satisfy employees' career development and growth needs.

Sixth, the statistical correlation test indicated that the inspiration to handle complexity of work variable is positively correlated to the communication variable. Table 4.3 showed that 92.2% of communication is affected by inspiration to handle complexity of work. Communication is obviously achieved when the employee involve and participate in groups or teams to accomplish diversity of tasks and works. Thus, manager should encourage the employees' inspiration to handle complex work in order to increase communication within groups or teams.

Seventh, the statistical correlation test showed that the social content variable is positively correlated to each of the task significance, and career development variables. Table 4.3 showed that 91.2% of task significance is affected by social content and 91.3% of career development is affected by social content. This indicates that when employee is being involved in a work that involves collective problem-solving and conjoint decision-making process the group will share knowledge between each other and thus the meaningfulness of the work and career development is being achieved. Accordingly, manager should encourage the feedback and social content in order to increase task significance and career development.

Finally, the statistical correlation test displayed that the social content variable is positively correlated to communication variable. Communication within the organisation is obviously being achieved in the participative management through the feedback and social content. Therefore, manager should encourage the feedback and social content in order to increase the communication within the organisation.

It should be mentioned that according to table 4.3 that shows the correlation matrix between all variables, it is statistically shown that the lowest Pearson Correlation values between the participative management attributes and the job satisfaction attributes is 0.902, which means that the lowest correlation showed from the output is 90.2% of the task significance (job satisfaction attribute) is affected by the autonomy (participative management attribute). From the 100% of the task significance, 90.2% is affected by the autonomy variable of participative management. This shows that the correlation between the participative management attributes and the job satisfaction attributes is high and strong and the variables are strongly correlated with each other.

Afterwards, the regression of the relationship of the entire independent variables of the participative management together with each of the dependent variables of the job satisfaction was executed to examine the relations. The output of the regression test showed that all the independent variables of participative make strong and unique contribution to explain the variances of dependent variables of job satisfaction. Therefore, company x should give a great attention on the participative management approach and its dimensions since it positively influence the job satisfaction of the employees.

Chapter 5: Recommendations

Participative management if perfectly designed and implemented will enhance employees' satisfaction on all of their three basic human work needs which are very essential and it is very harmful for any organisation if it fails to satisfy these needs. In this regards the followings are some of the recommendations for the company x and for managers in company x:

A) Recommendations for company x:

It is recommended for company x to redevelop its organisational values in a way that would integrate the principles of participative management since organisational values is very significant and play vital role in manipulating the behavior of all the employees starting from the CEO to the operational employee in company x. In addition, company x should launch and develop approaches as well as techniques for changing top executives' frameworks to more "open" potentially participative. After that, it is suggested that the training and development department in company x to start sponsoring value-oriented training or workshops intended for managers, based on the practical approach of integrating participative management principles in all the organisational values and activities, and the participative management skills and techniques that managers should be aware about, acquire and use when managing people and work within company x. Finally, it is also recommended to have an annual appraisal for the managers' performance that will evaluate the managers' attitudes and managing approaches that they pursue and will assess how they employ the participative management principles in their management practices. Each employee should have the right to appraise his/her line manager's and provide feedback about him/her.

B) Recommendations for managers in company x:

Manager in company x, even without any particular organisational support, can do a lot of actions in order to put participative management into practice. For example; manager might let each employee to be a manager of his/her own work through providing employees more control and responsibilities over their job and coaching employees in how their own work should be performed. Moreover, Managers can establish goals and plans with their employees, this process will

ultimately enhance employees' acceptance of the goals and increase the work performance. Besides, Managers can propose decisions alternatives to their employees on work issues rather than just giving predetermined instructions. Also, manager can ask employees to figure out how work related issues might be dealt with rather than just offering solutions. Finally, managers can encourage employees' innovations, thoughts as well as ideas for creating changes rather than insisting on the company current rules.

In addition, managers in company x can offer the employees more control over their own tasks and works behavior, when the managers applies the four basic types of participation; which are participation in goal settings, participation in decision-making, participation in problem solving, and participation in change. Consequently, this will satisfy employees' first basic human work needs which is "autonomy". Even though no other changes are probable, providing employees with more autonomy and accountability for controlling only their own job is practically possible all the time. In order to achieve the other basic human work needs, manager might assign the employee a complete task, it is like doing a "whole" job instead of doing a part of the job, and thus the sense of "meaningfulness" will increase in which the employees feel more about their work completion and achievement. Moreover, participation in problem-solving and participation in change strengthen the employees feeling of meaningfulness or task significance. For example, when managers inquire their employees for their thoughts and views to solve a problem or initiate a change, this will definitely create positive influence especially if those thoughts and views are utilised.

Finally, individual manager can also create teams or work groups and implement the different types of participation on the settings of the group or team; for instance, the development and delivery of the projects can be modified so that a group of workers are responsible for the whole project from the planning phase of the project till the delivery of the product or the service, accordingly the group members can acquire new expertise, schedule along with monitor their work, realise a complete project or a full task, as well as be responsible as a team for the achievement of their project or tasks. In this approach, managers will effectively

recognise their employees basic human work needs and rights and which subsequently will lead to more healthier employees.

In addition to the above mentioned recommendation for company x and managers in company x, it is more slightly important and recommended to involve the topic of participative management in the management education or business schools in UAE for the student at the undergraduate level as well as master's levels. First of all, management courses should incorporate topics that create awareness on the psychological and physical impact of management and work design on the employees since till now there has not been any attention granted to these mentioned topics in most of the business school programs in UAE. It is extremely essential that each of business people as well as management tutors to pay an effective educational efforts in an attempt for participative management topic to be a vital part of the management and organisational behavior courses.

Secondly, it is significantly essential to have more attention and concentration on the topic of participative management for the student at the level of Masters in Business Administration and to make it fundamental segment of the M.B.A program since it is preferable to educate future managers on the effects of the management level jobs which they maintain along with the influences of the attitudes and actions underlying through their positions. Thirdly, it is very essential to provide several trainings on participative management practices including the interpersonal and group dynamics skills since the behavioral skills are very important and cannot be achieved through only understanding participative management requirements, yet it needs training as well as practices. Through these practices and training, managers can effectively and successfully implement participative management approach in their organisation since the lack of practical experience is one major reason behind the failure of the most trials and efforts given for implementing participative management.

Finally, it has been shown and proved from the study that each of the studied participative management attributes has a positive effect on each of the studied job satisfaction attributes. Thus, the management of company x should always repeat the study to keep an eye on the changing factors since any change in any of

the participative management attributes would result in change on the employees job satisfaction.

Chapter 6: Conclusion

In this research, the problem of employee dissatisfaction in company x, a semi-governmental company in Abu Dhabi, was raised as a critical problem since it affects the health of company x. Thus, the main focus of this research was to study the effect of participative management on the employee job satisfaction of company x. First, the concept of participative management and job satisfaction were intensively studied through an extensive literature review. The different dimensions of participative management along with the various dimensions of job satisfaction were introduced. Then, the main motives behind implementing participative management along with the diverse effects of participative management were presented. After that, the conditions that should be considered when implementing participative management together with the main guidelines for its success were displayed. And finally, the relationship between participative management and job satisfaction was revealed based on the literature reviews.

After identifying the main concept of participative management and job satisfaction and their diverse topics through literature review, concentrated analysis was followed to explore the relationship between the participative management and job satisfaction in company x. Thus, a quantitative research was conducted employing the technique of questionnaire to test the relationship between the attributes of participative management and the attributes of job satisfaction. The questionnaires were distributed to collect data from the operational level employees of company x.

The questions of the questionnaire comprised of two main sections. The first section of the questionnaire included questions about the personal information for company x employee. Then, The second section included two main parts. The first part comprised questions that examines the main variables of participative management and the second part contain questions related to job satisfaction variables. Then, all the collected responses attained were analysed statistically using SPSS software and through its different tools like reliability, correlation as well as regression. It was found that the participative management with its independent variables (Autonomy, Inspiration to Handle Complexity of work, and

social content) correlate with job satisfaction variables which are task significance, career development, and communication.

The analysis of the quantitative research together with the data gathered from the literature reviews suggested that organisations concerned about improving the job satisfaction rate of their employees must be aware of how participative management attributes like; feedback, task significance and career developments can boost their employees job satisfaction. Particularly, this research proposes as a minimum three significant approaches in which participative management can enhance the job satisfaction rate of the employees through satisfying employees' important needs. Primarily, through supporting the link between individual and organisational performance since participative management can aid employees to perceive the importance of the work they do as well as identify methods that can satisfy the employees' self-esteem needs. Secondly, participative management can enhance the employees' understanding of the organisational various processes and grant them opportunities to improve important problem-solving as well as communication skills. Furthermore, participative management at the same time invest in the effective utilisation of an organisation's human resources through granting employees significant growth as well as development opportunities like professional training, performance feedback, along with growing work roles and responsibilities. As a result, this will aid the employees to be more successful in their current positions as well as to realise their long term role within the organisation which satisfy their own development and growth desires. Finally, participative management increase the communication within the organisation since the fact that successful participation involves communication among employees concerning job performance as well as expectations.

Accordingly, a number of important recommendations were proposed to be implemented by company x and managers in company x. First, company x was suggested to integrate the principles of participative management to company x values and encourage the top executives to be more open and potentially participative. In addition, company x was suggested to sponsor trainings and workshops for all its managers about the participative management technique and

its best practices, and to appraise the managers annually by their employees on how practically they are pursuing participative management approach. Second, managers were suggested to give the autonomy to their employees by establishing goals and plans with their employees and encouraging each employee to be a manager of his/her own work. Moreover, managers were advised to involve their employees in the problem-solving as well as decision-making endeavors so as to increase the meaningfulness of the employees' work and boost their career development. Furthermore, managers were suggested to encourage their employees to propose new changes, thoughts and ideas. Finally, it was recommended that the topic of participative management to be a vital part of the management education or business schools in UAE for the student at the undergraduate level as well as master's levels in order to prepare the future managers to be potentially participative.

To end with, satisfying the employees is significantly important in order to attain a healthy company and increase the productivity of the company by maximizing the utilisation of company's human resources as well as reducing employees' turnover along with absenteeism. Thus, investing on time and effort to involve participative management principles in company x management practices would have a bountiful return to the company x.

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Appendix :



Faculty of Business

MSc in Project Management

Participative Management and Job Satisfaction: Lessons for the Management Leadership

This study is being conducted to examine the extent to which the employees' job satisfaction is affected by Participative Management Approach.

It is requested that you provide your point of view about Participative Management and Job Satisfaction by answering the 78 questions.

Please note that, your response in this questionnaire is completely voluntary as well as confidential.

If you need any clarifications, please do contact me directly.

Many thanks,

Rola Fanousse

Student ID: 90114

Please **tick** the answers for the below three questions:

1. My Gender:

- Male
 Female

2. Marital Status:

- Single
 Married

3. My Age:

- 25 or Less
 25-35
 36-46
 47-57
 58 and above

4. My Nationality :

- UAE National
 Non- UAE National

5. Educational level:

- Less than High School
 High School
 Diploma
 Higher Diploma
 Bachelor
 Masters
 PhD

6. Number of years employed in your current organisation?

- One year or less
- 2-7 years
- 8-13 years
- 14-19 years
- 20 years or above

7. Job Status:

- First Level (Top Management, Board of Directors,
- Middle Level (Managers, Senior Officers, Supervisors...)
- Lower Level (Junior employees)

PART One: Participative Management					
<i>Please tick one box for each item:</i>					
SA: <i>Strongly agree</i> ; A: <i>Agree</i> ; N: <i>Neither agree nor disagree</i> ; D: <i>Disagree</i> ; SD: <i>Strongly Disagree</i>	SA	A	N	D	SD
A. Autonomy or Power					
1. My department manager has made an effort to increase my understanding of department's goals and objectives.					
2. I usually give input in the improvement of my department's planning processes.					
3. I have the autonomy to declare what work behaviors are required to achieve the goals required from my department.					
4. I understand the links between those work behaviors and department goals achieved when applying those work behaviors.					
5. I have the autonomy to define my task by my own.					
6. I recognise clearly what my tasks are.					
7. I have higher control over my own activities involved in each task.					
8. I am having the autonomy to determine or influence the way I do my jobs as long as I am fulfilling the need of the department as well as the need of the organisation					
9. I have the autonomy to apply influence over the results .					

10. I have the autonomy to contribute with my thoughts and views in the decision-making process of my department.					
11. Individual or group views and thoughts are taken into consideration by the management in the decisions that differ in importance.					
12. I always got the chance to participate in solving problems.					
13. I have the autonomy to contribute with my knowledge and practical experience in the problem solving process and procedures.					
14. I am always welcomed to contribute or propose and change in any work related issue within my department.					
15. My role in accomplishing my department's goals is clear and understandable.					
16. I clearly understand what is expected of me in the work given to me.					
B. Inspiration to handle Complexity of the Work					
17. I am inspired to contribute in setting goals, decision-making, problem -solving as well as participation in change.					
18. I am being assigned to different tasks that help in utilising my skills, knowledge and experience.					
19. I am always inspired to obtain all the skills and knowledge that are required to fulfill the diversity of tasks assigned to me or to my work group.					
20. My manager (the person I directly report to) usually shows concern about improving our					

team knowledge and skills.					
21. My line manager inspires our team to be involved in diverse types of tasks.					
22. My line manager encourages our team members to take training courses that improve the way the work is done.					
23. I am inspired to attend trainings that utilise my work skills.					
C. Social Content					
24. My manager inspires our team to work together to get the best result.					
25. I usually involve and participate in groups or teams in performing my tasks.					
26. The work in my department involves collective problem solving.					
27. My manager encourage our team to collaborate with our knowledge and skill in solving problems.					
28. The work in my department involves conjoint decision making.					
29. My manager encourages our team to collaborate our knowledge and experience in decision-making process in order to increase the probability of achieving optimal decisions.					
30. The work in my department involves collective contribution in the new changes.					
31. My manager encourages our team to contribute and propose any new change related to our work issues.					
32. My manager listens to my suggestions even					

if he or she does not agree with me.					
33. My manager and I talk well with each other about topics related to work.					
34. My manager encourages me to express my opinion on the work process and work related topics.					
35. Most of the work in my department involved social communication and interaction.					

PART Two: Employees' Job Satisfaction as a Reaction to the Participative Management					
<i>Please tick one box for each item:</i>					
SA: Strongly agree; A: Agree; N: Neither agree nor disagree; D: Disagree; SD: Strongly Disagree	SA	A	N	D	SD
D. Task Significance (Meaningfulness)					
36. My manager grants me more power and influence in the activities that are often kept for management.					
37. My manager grants me more responsibility for the department major activities.					
38. My manager provides trust and confidence on me that I can make significant contributions to the organisation.					
39. I believe that I am doing a meaningful job.					
40. I believe that I am adding value to my department and my organisation with the work I am doing.					
41. I believe that I am adding a great contribution to my department and organisation.					
42. Overall, I am satisfied with the work I am doing and with the role I am playing in my department and organisation.					
43. My job, in the company I am working for, grants me with a sense of achievement.					
44. I am happy with the work I do.					

45. I am having a sense of pride toward my organisation.					
E. Career Development					
46. My manager is concerned about enhancing my understanding of organisational processes.					
47. My manager facilitates the essential training for his employees that helps in developing problem solving abilities as well as technical skills.					
48. Employees are encouraged to attend training that is aimed at enhancing employees' skills in problem solving and communication.					
49. My job dissatisfaction as well as work stress reduced through eliminating skill-related obstructions to job performance.					
50. My manager assists his/her employees to realise their future associated with that of their current organisations.					
51. Over the two last years, my work performance has been increased.					
52. All in all, my growth needs are being satisfied within the organisation I'm working for.					
53. I feel my career opportunities are achieved through working in my company.					
F. Communication					
54. Management insist on having an information sharing whenever there is a decision to be made.					

55. Most work related decisions are based on more comprehensive and complete information between the management and employees.					
56. My manager is a supportive manager who listens to the employees' concerns.					
57. My manager offers his/her employees a helpful and informational feedback.					
58. My manager enables employee skills utilisation and development.					
59. My manager focuses and improves the flow and the accessibility of information within my department.					
60. Feedback and social environment within my organisation helps employees in my department to accurately define job duties.					
61. Feedback and social environment within my organisation helps employees in my department to accurately define the importance of each job duties.					
62. Feedback and social environment within my organisation helps employees in my department to accurately define the capability for the employees to easily assess their success and failure in accomplishing their job duties.					
63. I have a good social interaction with my manager.					
64. I feel that I am a part of a team with a common goal.					
65. I have a good social interaction with my colleagues.					

<p>66. Generally, I believe that, in my organisation, there is a good communication, social connection and interaction between the employees and their managers.</p>					
<p>67. I feel satisfied with the social environment within my organisation.</p>					

Thank you for your time in completing the questionnaire.