

Research Article

**SURVEY OF THE CURRENT STATUS OF PARTICIPATORY
MANAGEMENT AND EVALUATION OF STAFF PERFORMANCE IN
THE WATER AND WASTEWATER COMPANY IN KOHGILUYEH AND
BOYER-AHMAD**

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ABSTRACT

This study aimed to investigate the current status of participatory management and evaluation of staff performance in the WWC has conducted in Kohgiluyeh and Boyer-Ahmad. The research Method is descriptive (correlation type) and the study population is included all staff of WWC. The sample size in this study was 100 people who were selected by simple random sampling. The data was collected by Participatory management questionnaire and performance assessment and Pearson correlation coefficient and stepwise regression were used for data analysis. The results showed that there is a significant correlation between the participatory management and evaluation of staff performance of WWC. There is a significant correlation between participation in goal setting and evaluation of staff performance of WWC. Also there is a significant correlation between participation in decision-making, participation in solving problem and evaluation of staff performance of WWC. The results indicate a significant relationship between participation in administrative change and employee performance evaluation, and finally participatory management and its dimensions have the power to predict staff performance of WWC significantly.

Keywords: *Loyalty, Customers, Satisfaction, Commitment*

INTRODUCTION

Different organizations in all countries have different methods to solve the problem of human resources that one the most common and most important of them is participative management style and method. According to many of the reports and facts, the success of large companies is due to the appropriate implementation of this management style that cause to develop the individual capacity of employees and create a spirit of self-confidence, responsibility and commitment to them. If the implementation of participatory management and its constituent systems be successful, it will be possessed the benefits and outcomes such as improving human relations between management and employees, enhancing employee motivation, improving workflow in the organization, creativity and innovation, reducing the costs of production of goods and services, increasing sense of belonging to organization in staff and align their goals with the goals of the organization and ultimately increasing customer satisfaction and gaining higher share in market. The Participatory management system is the intellectual and practical cooperation system of all members of an organization with various levels of management of the organization. According to experts opinion, in various organizations especially in the educational systems "participatory management" can be useful and effective more than any other management methods (Hanifi, 2002).

Employee participation leads to the growth of individuals and organizations and causes to boost morale, job satisfaction and enhance the prestige of the employee's job. We can say that the concept of human capital is the most important base of consideration in the participatory management. The Participation is the key of human development and cultural development of human resources is the goal and the factor of economic development. Thus it can be stated that the labor force participation is the driving force of economic development, but a workforce who have the motivation and creativity and security. The most important factor for the success of an organization that wants to improve continuously is letting staff to participate in affairs. The research results has shown that participation causes to increase efficiency and

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higher quality, reduce conflicts, reduce the negative resistance such as absence, latency and low work, and increase work productivity (Koohestani, 2002).

Evaluation of individual performance helps managers to be aware of the extent of commitment and dedication of the staff to organization and accordingly can control the strategic goals of the organization. The performance evaluation of Systematic and regular appraisal of individual's work related to the method of doing task in relegated jobs and identification of strengths and weaknesses and identify staff training needs in order to grow and improve them (Mir Sepasi, 2005). The Performance evaluation is a criterion to measure the effectiveness of the organization. If performance improves, the performance will improve. Performance evaluation is an essential and ongoing management activity. So the managers are constantly study the behavior of their employees and make judgments about them. The evaluation process is done formal and non-formal and has a direct impact on the pay raise, promotion, dismissal and training. From the perspective of water and waste water company, employee performance evaluation is a necessary and inevitable task of assessing the progress of the organizational goals and missions to gain competitive advantage. The Performance evaluation causes to knowledge and feedback and will determine the performance weakness and success of the employees and the organization in the turbulent environment full of environmental changes. In this study, the researcher seeks to answer this question that is there any significant relationship between participatory management and staff performance evaluation system of WWC?

Literature

Review of Researches Carried Out in the Country

Adib (1990) in a study on participatory management methods showed that participatory approaches are essential principal of organization and can play a role in improving the development and welfare programs.

Zohoori *et al.*, (2008) in a study examined the effects of participatory decision making on job satisfaction of staff of Keshavarzi Bank. In this study, the population was 682 staff of Keshavarzi Bank in Khuzestan and the sample was 90 which are selected by stratified sampling from the population, the data collection methods are library and field, and measurement tools is questionnaire, its validity was confirmed by content, construct and formalized method within acceptable limits, and measuring reliability was confirmed by Cronbach's alpha formula (0/90). The research hypotheses are analyzed by using the Kendall correlation coefficient formulas, Kruskal-Wallis ANOVA and Scheffe. The results indicate high levels of a direct significant correlation between employee participation of Keshavarzi Bank in Khuzestan province and their job satisfaction.

Akhondi (2001) in a study examined the role of participatory management structure in development of professional staff motivation of promotion in the Jihad organization. The results show that the management system of Jihad organization is benevolent dictatorship management. In this type of management system, most of decision-makings and organizational goals are determined in the higher levels of organization. The human communications and interactions are more one-sided and made from top to bottom. Although the organizational structure of jihad is a benevolent dictatorship management system, but the majority of workers admitted that they are willing to be active in participatory management system. The results showed that whatever the attitude of the staff toward management system of organization improves within a linear range from the dictatorship system to the participation system, the amount of their motivation and efficiency increase.

Eslami (1996) in a study entitled "to examine the role of participatory management in increasing the efficiency of staff" indicated that implementation of participatory management causes to increase the efficiency of the labor, saving costs and reduce waste and increase the creativity of the labor.

Koohestani (1998) in a study investigated the role of participatory management and its impact on the efficiency of the Firdausi University managers in Mashhad. In this study the population included training and administrative managers of University who are selected by census. The research method was Correlational and questionnaires to measure participatory management style and assess the effectiveness of managers were used to collect data. And according to the research hypotheses the Pearson's correlation

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coefficient and t-test were used to analyze the data. The results showed a direct correlation between participatory management style and efficiency of University managers.

In Saatchi's research (1992) on the topic of employee attitudes about the effective factors on job satisfaction and turnover the job, obtained the following result that friendly relations (factor of recognition and respect) are the most important indicators of employee satisfaction.

Review of Researches Carried Out in Abroad

Robbins (1997) in a research entitled "organizational behavior, concepts, and performances" showed that the participatory management is effective to change attitudes and improve the performance of employees.

Cloke and Goldsmith (2002) claim that staff who are in democratic institutions and organizations that are governed by legislation and have self-managing achieve better results than autocratic organizations that forced governed in them and managed by others.

The researches of Nami *et al* (1998, quoted by Rezaei, 2009) suggest that there is a positive relationship between the participatory management and motivation in informal groups. Also the implementation of participatory management system through recommendations system can activate the individuals' mind, improve work process, job satisfaction and increase the responsibility in staff.

The researches of Kurt *et al.*, (1972) in Horwod Company on the use of participatory management showed the following results: Open communication, more autonomy, broad participation in the work, is the more practical and useful than traditional methods for the use of manpower. In participatory method productivity is high, costs reduce in competition path and staff is pleased in a satisfactory way (Toosi, 1994).

Rice (2006) in a study entitled the individual values, organizational context, personnel self-concept of creativity in Egyptian organizations, obtained the following results. In an organization with Protectionist behavior the innovative behavior of employees is high and in organizations with Outdoor and reliable space the creative behavior of employees is high.

Research Hypotheses

Main Hypothesis

There is a relationship between participatory management and employee performance evaluation of WWC of Yasouj.

Sub- hypothesis

1. There is a relationship between participation in goal setting and employee performance evaluation of WWC of Yasouj.
2. There is a relationship between participation in decision-making and employee performance evaluation of WWC of Yasouj.
3. There is a relationship between participation in solving problems and employee performance evaluation of WWC of Yasouj.
4. There is a relationship between participation in administrative change and employee performance evaluation of WWC of Yasouj.

MATERIALS AND METHODS

Research Method

So this study was done to determine the relationship between participatory management and employee performance evaluation of WWC of Kohgiluyeh and Boyer-Ahmad. The research Method is descriptive correlational type and The study population is included all staff of WWC. The sample size in this study was 100 people who were selected by simple random sampling. The subjects' data were gathered through the questionnaire and in this study, the Pearson correlation coefficient and multiple regression tests and Spss software were used for data analysis. The population included all employees of WWC of Yasouj that based on the received information was equal to 128. The sample size in this study consisted of 100 employees of WWC of Yasouj that obtained based on Morgan table (table of determining the sample size based on the population size). In this study, a simple random sampling method in which all participants had equal chance to select is used.

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RESULTS AND DISCUSSION

Data Analysis

There is a significant relationship between participatory management and employee performance evaluation of WWC

To examine the hypothesis of the relationship between participatory management and employee performance evaluation of WWC the Pearson's correlation coefficient was used. Based on the results in the table according to the obtained correlation coefficient and significance level ($r = 0/68$ and $Sig = 0/000$) the hypothesis of a significant relationship between participatory management and employee performance evaluation of WWC confirmed. So we can say that there is a significant relationship between participatory management and employee performance evaluation of WWC. According to the obtained equation, we can say that the more participatory management in WWC, the better staff performance in WWC and vice versa.

The correlation coefficient between participatory management and employee performance evaluation of WWC

Sig	R	Independent variable
000/0	68/0	Participatory Management

There is a significant relationship between participation in goal setting and employee performance evaluation of WWC

To examine the hypothesis of the relationship between participation in goal setting and employee performance evaluation of WWC the Pearson's correlation coefficient was used. Based on the results in the table according to the obtained correlation coefficient and significance level ($r = 0/41$ and $Sig = 0/000$) the hypothesis of a significant relationship between participation in goal setting and employee performance evaluation of WWC confirmed. So we can say that there is a significant relationship between participation in goal setting and employee performance evaluation of WWC. According to the obtained equation, we can say that if the WWC use greater participation of employees in its programs, the staff performance will be promoted and vice versa.

The correlation coefficient between participation in goal setting and employee performance evaluation of WWC

Sig	R	Independent variable
0/000	0/41	participation in goal setting

There is a significant relationship between participation in decision-making and employee performance evaluation of WWC

To examine the hypothesis of the relationship between participation in decision-making and employee performance evaluation of WWC the Pearson's correlation coefficient was used. Based on the results in the table according to the obtained correlation coefficient and significance level ($r = 0/39$ and $Sig = 0/000$) the hypothesis of a significant relationship between participation in decision-making and employee performance evaluation of WWC confirmed.

Sig	r	Independent variable
0/000	0/39	Participation in decision-making

So we can say that there is a significant relationship between participation in decision-making and employee performance evaluation of WWC. According to the obtained equation, we can say that if the WWC use more of its staff in decision-making, the staff performance will be increase and vice versa.

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The correlation coefficient between participation in decision-making and employee performance evaluation of WWC

There is a significant relationship between participation in solving problems and employee performance evaluation of WWC

To examine the hypothesis of the relationship between participation in solving problems and employee performance evaluation of WWC the Pearson's correlation coefficient was used. Based on the results in the table according to the obtained correlation coefficient and significance level ($r = 0/62$ and $Sig = 0/000$) the hypothesis of a significant relationship between participation in solving problems and employee performance evaluation of WWC confirmed. So we can say that there is a significant relationship between participation in solving problems and employee performance evaluation of WWC. According to the obtained equation, we can say that if staff participate more in solving their problems, their performance will be increase and vice versa.

The correlation coefficient between participation in solving problem and employee performance evaluation of WWC

Sig	r	Independent variable
0/000	0/62	Participation in solving problem

There is a significant relationship between participation in administrative change and employee performance evaluation of WWC

To examine the hypothesis of the relationship between participation in administrative change and employee performance evaluation of WWC the Pearson's correlation coefficient was used. Based on the results in the table according to the obtained correlation coefficient and significance level ($r = 0/65$ and $Sig = 0/000$) the hypothesis of a significant relationship between participation in administrative change and employee performance evaluation of WWC confirmed. So we can say that there is a significant relationship between participation in administrative change and employee performance evaluation of WWC. According to the obtained equation, we can say that if staff participate more in administrative changes, their performance will be increase and vice versa.

The correlation coefficient between participation in administrative change and employee performance evaluation of WWC

Sig	R	Independent variable
0/000	0/65	participation in administrative change

Sig	F	R ²	R	significance level	Beta	standard error	statistical indicators variables	Stage
0/000	51/12	0/51	0/71	0/00	8/5	0/96	0/30 2/57	participatory management
				0/002	3/24-	0/37-	1/02 3/22-	participation in decision-making

5-6- the participatory management and its dimensions can significantly predict the performance of water and waste water company's staff. To examine the predictive power of participatory management and its dimensions on the performance of water and waste water company's staff multiple variable regression was used.

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Stepwise regression analysis of the impact of participatory management and its dimensions on the performance of WWC's staff and independent predictor variables coefficients.

The regression results of impact of participatory management and its dimensions on the employees' performance of WWC are shown in Table. In this table the results of stepwise regression analysis shows that the F value is significant ($P < 0/01$) and suggests that among the independent variables (participatory management and its dimensions), participatory management and participation in decision-making effect on the employees' performance of WWC, Therefore, according to the obtained determination coefficient ($R^2 = 0/51$) it can be said that 0/51 of the dependent variable changes (employees' performance) is determined by the above variables. Standard impact factor (Beta) indicates the direction and especially the intensity of impact of each independent variable on the employees' performance of WWC.

Discussion and Conclusion

The history of participatory management scientifically go back to after the industrial revolution which includes the creation of a system and space by management that all stakeholders of an organization participate with the management in the process of decision-making and solving problems. The system of acceptance and review of proposals of staff is as an executive tool of participatory management, the system of Intellectual and practical cooperation of all members of an organization with different managerial levels of it forms cooperative system in the organizational system. The participation is the role playing through comments, suggestions, decisions and accept responsibility for the activities of the organization, selection, type of, work development, and distribute the resulting gains. The participatory management system is a more efficient tool based on the motivation of change in management, So that by using it in the developed countries one can develop and growth rapidly. Among the clear management styles the participatory styles are the best, because the employees participate in decision making, and as long as the staff feel they are partners in decision-making and their opinions and views are valuable they trying to do things more effectively and better than the programs of action which resulting in the performance improvement of the organization.

Research Proposals

1. It is recommended that due to the role of participatory management in improving the organizational goals, this study distribute in all departments and agencies and guidelines and recommendations presented in this regard.
2. It is suggested that similar studies conduct in other organizations and agencies, and the results compare with each other.
3. The later researches conduct with a larger number of samples.
- 4 more research to identify affecting factors in strengthening the participatory management.
5. It is recommended that prepare the research results appropriately for students and researchers to use.

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