IMPACT OF PARTICIPATIVE MANAGEMENT

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ABSTRACT: **A management style that can be a good way to meet these needs is participative management that will develop human resources through the decision-making process and also will lead to improvements in human relations between management and staff and ultimately improve the effectiveness of the organization.**

Keywords: **Participative management, decision making, job satisfaction**

INTRODUCTION:
Participatory management approach has become part and basal of management in modern organization. Many research findings indicate that participation management was beneficial to the organization in many ways such as boosting the employee morale, improving quality of decision and trust between management.

STATEMENT OF THE PROBLEM:
Environment in which organization operate continues to change. This dynamism means that significant changes in the way work gets done must also occur whereby are required to do more with less resources. The magnitude of work in any organization, cannot be done without assistance in form of employee involvement. Participative work can be done through delegation, work teams, goal setting and empowerment (DeCenzo and Robins,1996:55)

OBJECTIVE:
The study is aimed at examining the impact of participative management.

ADVANTAGES OF PARTICIPATIVE MANAGEMENT:
From the research findings of various authors, the following factors are identified as the advantages of participatory management:
➢ Job satisfaction
➢ Perceived organizational support
➢ Extend stronger support to realize the goals
➢ Better decisions and greater efficiency
➢ Organizational citizenship behaviour
➢ Labour-management relations
➢ Job performance
➢ Employee satisfaction, motivation, morale and self-esteem
➢ Identifying and solving problems
➢ Establishment of strong networks among the members
➢ Open communication
➢ Supportive and collegial behaviour of the leader

BARRIERS TO PARTICIPATORY MANAGEMENT:
Barriers to participative management are usually of three types: controllable, uncontrollable and capable of being influenced. Controllable factors may include inadequate time with employees as well as lack of training and interest on the part of employees. Uncontrollable factors may be the reputation of the department, structure of media services, and the area of service within the organization. Barriers you can influence may be lack of knowledge in participative management by a supervisor, organizational climate that is not conducive to participative management, and a supervisor who is unwilling to spend the time to practice participative management.

REVIEW OF LITERATURE:
More and more organization have empress the concept of involving its employee in running the affairs of the company. Armstrong (1995), argued that employee involvement is the concept of recognition that have a great un-tapped potential, but that management retain the right to manage. Participation on the other hand is about playing a greater part in the decision-making process. It is a democratic philosophy that respects all members of an organization as an infinite resource able to contribute knowledge and creativity to improving its ability to survive the main problem facing managers in a group of participatory decision making process is the extent to which they should allow subordinates to participate in making decisions which affect their work. By encouraging participatory decision making, managers are in effect decentralizing authority within their organisations. This leads to improved decision quality, increased commitment for employees to the decision outcomes which they have influenced, and, above all, it enhances their job satisfaction and motivation.
The success of many organizations led to increase of employees' motivation through the implementation of a participatory management style that nurture the creativity and the ability of employees also regressed and ultimately increased the productivity of the organization (Iran-nejad & Sasangahr, 1996).

Participative management required trust and liabilities of employees. In this context it is important that employees understand manager's talent to improve the bounce, or relay (Lawler, 2002). In the process of management, employees shared three things: responsibility, authority and accountability so accordingly, this type of communication was from top to bottom, but there was a horizontal relationship between all people who accountable towards success.

When people worked through participation than individuals, did a better operational both can be used to allocate more time without fatigue. In addition, participative management had other benefits which included:

- Increasing productivity
- Enhancing employees' morale
- Enhancing the job satisfaction
- Adapting quickly with changing
- Increasing trust between individuals
- Better Communication
- Dividing the huge burden of work among team members and manager
- Decreasing finding people's problems
- Better decisions with complex works, managers were no aware of all work. Hence, the participative process created an opportunity to those who were most aware of their participation in decision making, it led to make better decisions.
- The decisions taken by participation were more rapid because duplication was avoided and individuals had better overall picture of the work. The commitment to implement those decisions increased as to make the contribution (Robins, 2000)

Participative management is a mechanism through which the responsibility given to the groups or individuals (Tousi, 1999). The participative style is often believed that human beings are emotional, so they work well sometimes it is also called democratic management (Dale, 1999).

Daniel Sucie in his study emphasized that supportive management style had a positive effect on subordinates' satisfaction. The study's findings of Soonhee Kim (2002) and Anti Somech(2002), are consistent with the results of the study.

As per Polston-Murdoch (2013), pioneers who utilize the participative style achieve preferable worker execution over the individuals who don't. Examination of writing additionally uncovers that way objective administration styles can anticipate subordinates' dedication and therefore prompt enhanced representative execution (Aboyassin and Abood, 2013).

Dixon and Hart (2010) additionally found a huge positive relationship between's way objective initiative styles and workgroup adequacy finishing into prevalent representative execution.

Szilagyi and Sims (2008) upheld the way objective hypothesis' suggestions concerning the connection between a pioneer starting structure and subordinate fulfillment, however not pioneer starting structure and subordinate execution, a similar view is held by Dess and Robinson (2010).

Malik (2013) demonstrated that participative pioneer conduct is viable for accomplishing high representative execution in light of the fact that the pioneer counsels with subordinates in defining, clearing up and accomplishing objectives and furthermore showed that there is noteworthy connection between's all the four way objective authority styles and worker execution.

CONCLUSION:

Employee participation in management may have negative effects on the performance of the organization, it has many positive benefits in the performance. One such effect on performance is that it has a positive boost on the employee morale in that if are involved in decision making, they are motivated and hence they become committed to the organizational objectives.

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