

# The effect of participatory management style of managers on job satisfaction

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## Abstract

In the new millennia, human relations in organizations are considered as one of the important factors for survival and advancement. In educational organizations that most activities' aim is to transfer knowledge, improve skills and creating some kind of philosophy, human relations have a crucial role. So every manager has to try and improve some skills and use them in action. On the other hand, employees will become more motivated by direct partnership in setting goals, methods and etc. and because of this motivation, they will reach a good level of job satisfaction. It seems participatory management that has two main goals, respecting human values and achieving organizational goal with the help of employees, can improve the relations between management and employees and increase the level of motivation and job satisfaction in employees. So the author of this article has tried to examine the effect of this management style on job satisfaction of teachers of girls' high schools in Rasht. In the current example, there is a strong connection between the degree of synergy, close relationships, improving employees' morale, respecting teachers and also creating a calm environment and atmosphere by teachers. In fact, it can be stated that according to the research findings, there is a connection between the behavior of managers and job satisfaction of employees. So the more managers try to change their behavior and move toward participatory management style, the highest level of job satisfaction will be seen in employees.

**Keywords:** Human relations, Job satisfaction, Educational management, Participatory management.

## Introduction

In the new millennia, human relations in organizations are considered as one of the important factors

for survival and advancement. Human relations and paying attention to them isn't just for some specific organizations. In all organizations, such as educational, industrial, economic, and etc., human relations are very important. In educational and cultural organization that most activities' aim is to transfer knowledge, improve skills and creating some kind of philosophy, human relations have a crucial role. So every manager has to try and improve some skills and use them in action. The ability to communicate with others is one of the fundamental skills that each manager can achieve some success based on it. Mary Parker is one of the pioneers in the field of human relations and behavior and has many articles and books about the human aspect of management. About human relations, Parker believed that managers should pay attention to the human aspect of their work environment, and there should be a dynamic and unions relationship between manager, employees and all members of the organization. Parker also emphasized at considering the existing individual differences and even conflicts in the organization as a natural fact (Mir Kamali, 2006). Human relations are one of the God's gifts which exist in humans as a need so they can understand each other and live together. Human relations are the behavioral science which speaks about many subjects related to human behavior, actions and reactions between them, behavioral abnormalities in groups and organizations and etc. and its goal is understanding the origins, differences and conflicts in managers relation with employees and finding suitable solutions for creating synergy between them.

Human relations also pay attention to other subjects and issues such as creating a good and trustworthy atmosphere in the organization, bolstering the moral and fulfilling logical financial and social needs and relationships of people and groups. Anyway, human relations are so essential that ignoring them will cause failure in management. Creating human relations is the key to

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achieving the goal and working with people in order to change them is only possible via effective human relations and because of this, managers and teachers always need to communicate with other co-workers, students and their parents and other people. So if these kinds of relations are considered on the basis of affecting others, then we have to use human relations. Nowadays, creating human relations is considered as the most important factor in managers' success. In Islam, human relations are considered so important that even one of the reasons for the prophet's campaign was to respect and promote these relations. Without any doubt, the role of manager in the ministry of education very crucial, important and significant. He (she) is the person who bears the responsibility of managing the educational institution and employees expect to face the perfect atmosphere created by synergy when they enter the organization so that they can fulfill their needs through this environment. But in reality we see that the most dominant management style in our schools autocratic method and managers will always try to issue orders from the top to bottom and others must obey. The facts show that the dominant basis of management in dealing with numerous existing problems and issues in our schools is official laws; it means that there are many major weaknesses in creating effective relations, synergy and suitable educational environment. In other words, school managers are mostly dealing with small and administrative issues and the limited educational system; their thought is fixed on obeying the substantive's framework and don't have the opportunity to think about the method of management and to learn about new theories in management. Because of this, it is necessary to encourage managers toward a participatory management method for improving the educational environment of schools, to think together and so increasing job satisfaction level of employees, including teachers as the most important persons. According to Leon, Ewant and Harrison, solving serious issues of teachers at work without interacting and communicating with them will have negative effects on the quality of educations in schools; because keeping teacher by having interactions, synergy, mutual respect, increasing self-dignity and etc. needs to create conditions which will lead to job satisfaction of teachers. Teachers are considered among the important people of each society and because of this, kind of relation that the manager has with them and its effects can significantly affect all members of society, especially students. So creating this relation is so important that some experts in management science consider management as a science, art and technique of creating human relations. Current research is important because of some reasons. The first

one is related to the extent that managers pay attention to the human aspect of work environment and provide the motivation required for job satisfaction of employees. The second one is examining this satisfaction that shows considering the human aspect in work environments can have effects on educational performance of teachers. This article tries to convey this knowledge to school managers that considering and creating human relations in the work environment can have significant effects on job satisfaction of teachers. Knowing the results of this research can be useful for managers in improving their relations with teachers in order to increase their job satisfaction which in turn will improve students learning process.

### Previous research

The new movement of human relation is originated from the contingency school. With this movement, human nature is dealt with coherently, integrated and positively, and this subject is examined scientifically.

This movement started 1950s and reached its most popularity in the 1960s. Tom Borto, G. M. And Stalker is some of contingency experts who believed that beginning of the management science is when the manager realizes that there is no perfect and absolute method for management system; but the modern movement of human relation believes that managers should know what to do in most situations and conditions.

The experts of this school try to create a complete and scientific collection of management principles by combining and mixing scientific researches, official and laboratory experiences and field studies; something that first fool tried to do. The principles stated by these scholars were focused on quality of work and also the person's relation with other members.

Human relations pay special attention to the interactions between people in social organization and try to improve organization's effectiveness and performance by focusing on the human aspect of the organization and also satisfy the members and groups by fulfilling their logical financial and mental needs. Human relations have these goals:

- 1- Understanding personal characteristics.
- 2- Understanding actions and reactions.
- 3- Understanding the origins and sources of differences and conflicts.
- 4- Finding practical solutions and promoting synergy.
- 5- Finding practical ways of encouraging and punishing.

- 6- Creating a suitable atmosphere.
- 7- Bolstering the moral and satisfying people.
- 8- Creating social relations.
- 9- Studying, examining and finding appropriate methods of management and leadership for organizing.

So we can say that according to the management science, the purpose of creating human relations in an organization is to respect human nature, create synergy between members and encourage them to group works by improving their belief, understating and their moral needs in order to achieve the defined and certain goals of the organization.

All experts believe that the human is a social creature, and it is obvious that this social nature will guide the humans toward establishing relations and creating connections with different aspects of the society and group in which he lives. As a social institution and because of fundamental goals, organization will create some kind of organizational relations between people by from daily relations, and it is obvious that relations, and their angle toward organizational goals are one of the crucial factors for managers and this importance, and attention is because managers have understood that creating an effective relation with employees and understanding their motivations in these relations was one of the effective and important factors in managers success toward achieving organizational goals (Rezayian, 1994).

So creating an appropriate relation based on human relations, like synergy, bolstering moral and close relationships, respecting human morals and nature and also creating a suitable atmosphere and environment, will definitely help managers in achieving organizational goals. It seems that managers who use participatory management style are more successful at creating human relationships.

In this method of management, employees are trusted. Even though decision making is done among all parts of the organization, but it has unity. The connections aren't just from the top to bottom, and they exist between all groups and members. In this method, actions and reactions between managers and employees are extensive, close and stable, and there is also an extensive and group duty control process that even lower and smaller units have a role in it. This is often the same in the official and non-official organizations, so all members of society will support the attempts and works that are done for achieving organizational goals (Feyz, 1993). Researches of Tenen Bown, Bowlas, Kouch and Ferrench about the connection between participatory management and job satisfaction also approve these.

The researches of these scientists were based on this assumption that effective synergy of employees can improve performance and job satisfaction (Amir Kabiri, 2012). Studying the connection between management style and job satisfaction of teachers of teacher education centers (for men) of (1995) showed that synergy management style (in two levels of relation based and duty based) can change job satisfaction in the amount of 12.5%. The remaining 87.5% change in job satisfaction level depends on other factors and variable. On the other hand, results show there is a significant difference (in the amount of  $\alpha = 5\%$ ) between the job satisfaction level of teachers working with relation-based and duty-based managers. In other words, in addition to approval of the research hypothesis, it was shown that job satisfaction level of teachers who consider management style of their organization to be relation based is higher than the ones who think their organizations are managed by duty-based style.

Sayyad Poor (1995) claimed that with the title of "examining the role of strong human relationships in the performance of the managers of elementary schools of Meshkin Shahr", was shown that according to theories of human relations, school managers' performance and role in creating moral and motivation in teachers was less than average.

A study about amount of job satisfaction in female employees of Ministry of Housing and Urban Development in comparison to male employees done by Soudabeh BeykLeyk in 2001 shows that effective factors in job satisfaction, like satisfaction of management, evaluation method, salary and benefits, job security, welfare facilities and physical conditions of work environment are at low level which means that in general, employees are disappointed in these aspects.

About aims of this study, there is a difference between job satisfaction level of women and men and generally, this amount is higher in men.

But according to results,  $\alpha = 5\%$  doesn't prove anything which means there is no real statistical connection between job satisfaction and goals.

There is a connection between job satisfaction and physical conditions of work environment, welfare facilities, evaluation method and job security.

Also, a research was done by Mohammad Derafshi in 2001 with the title of connection between direct and indirect supervision of managers and job satisfaction of teachers of elementary schools of Roodsar. The results of this research showed that direct and indirect supervision of managers had variable effects on job satisfaction of teachers and this difference show something. Because the amount of

the resulted  $t$ , 4.65, is higher than the defining  $t$  in the table; so we can't consider it zero at 1%.

In another study with the title of effect of participatory management on job satisfaction of teachers in Ahvaz done by Majideh Achrafi in 2004, results show that with solidarity of 35% and at  $p$  0.01, there is a connection between participatory management and job satisfaction, but secondary assumptions (sex, being married or formality) weren't approved.

Also, a study was done by Maryam Mehdizadeh Toasani in 2006 with title of examining the connection between leadership method of managers (according to Fidler's contingency theory) and job satisfaction of teachers in elementary, secondary and high schools of Noshahr.

The results showed that the management style in state schools is duty based (mean 74.38%) and in private schools, it is relation based (mean 56.68) and the average amount of job satisfaction in teachers is 3.42 which is higher than the hypothetical mean. On the other hand, results show that there is no connection between the leadership method of managers and job satisfaction of teachers.

In 1997, a research with the title of studying the effect of behaviors of managers on job satisfaction of employees (case study: Azin Khodro Company) was done by Kazem Kalhori and *et al.* which showed that employees believed that the participatory management has an important role on job satisfaction.

### Definition of Terms

a) Participatory Management: It's a management system in which other members of the organization will also take part in decision making. So creating a relation between manager and employees is necessary for this system.

b) Human relation in schools: Human relation in an educational organization is the process of creating, sustaining and expanding purposeful, dynamic and mutual relationship between members that by fulfilling logical social and moral needs of members and groups can create understanding, satisfaction, trust and motivation and will help the educational organization in developing and reaching its goals (Mir Kamali, 1999).

But in this research, human relations involve bolstering morale, respecting each other, motivation, encouragement, close relationship and synergy between manager and teachers.

c) Educational manager: Educational management is a social process which uses scientific and technical abilities for organizing and coordinating all

human resources and will try to reach the goals of education by providing a base for motivation and advancement, fulfilling personal and group needs of teachers, students and employees (Mir Kamali, 1999).

And in this article, educational manager is someone with above mentioned characteristics which have been chosen as the head of a high school (for girls) in Rasht by the official education department of that district.

d) Job Satisfaction: It is the relation between organizational expectations and personal needs of employers. In other words, job satisfaction can be considered as the appropriateness of organizational role and duty for employees. Job satisfaction will be suitable when organizational expectations are in line and consistent with personal desires and needs of employers (Alasghe Band, 1375).

e) Secondary school teachers: In this research, teacher means all personnel that are employed by the Ministry of Education and are assigned to teach at least one of the subjects in secondary school curriculum.

### Hypotheses Development and Conceptual Model

Because studying the effect of participatory management style of managers of secondary schools (for girls) of Rasht on job satisfaction on teachers in academic year 91 – 92 is the main goal of this research, secondary hypotheses of research are these:

1- There is a connection between the amount of synergy between a manager and teacher and their job satisfaction.

2- There is a connection between close relationship of managers and teachers and their job satisfaction.

3- There is a connection between bolstering teachers' moral by managers and their job satisfaction.

4- There is a connection between the amount of respect that the manager has for teachers and their job satisfaction.

5- There is a connection between creating a calm environment by managing and job satisfaction of teachers.

### Methodology

In addition to desk research and interviews, the author had to do some field researches by distributing questionnaires and analyzing the results using student's  $t$ -distribution statistical method. In this research, our population consists of all female teachers in secondary schools of Rasht (district 1 and 2) who from the beginning of mar 92, has at

least 12 hours of teaching which was 347 persons in total. In fact, studying the whole population wasn't economically logical and took a lot of time to reduce the quality of data by reducing accuracy in gathering and analyzing phases, thus, the sampling method was used. The size of the sample was determined 184 using Cochran's formula, and because the complete list of names wasn't available, cluster sampling was used. For gathering data in this research, Likert scale was used which is the most popular measuring scale. And for ensuring the validity of research, validity of contents has been used and for this, the author took some advice and help from experts and advisors. For ensuring its validity, 25 questionnaires were distributed randomly among the population, also, the completed questionnaires were gathered and analyzed by using SPSS software and their credibility was determined by Cronbach's alpha.

**Table 1. Results of measured Cronbach's alpha**

Cronbach's alpha	Variable
0.901	Synergy
0.804	Close relationship
0.777	Bolstering morality
0.809	Respecting
0.769	Creating a calm environment

According the results of measured Cronbach's alpha, we can say that the questionnaires credibility is at a very good level. Statistical procedures at this scale are consisted of measuring frequency, mean, frequency' percentage and standard deviation and because of the large amount of gathered data, SPSS software was used. For testing hypotheses and generalizing the results of research, we used the student t-test.

## Results

Five hypotheses were examined in this study and the results are like this:

### First Hypothesis

There is a connection between the amount of synergy between a manager and teacher and their job satisfaction.

**Table 2. Descriptive statistics of first hypothesis**

Standard deviation error	Standard deviation	Mean	N
0.4346	0.49935	3.2106	183

**Table 3. Student t-test for mean's variation**

Significance level	Test Value 2.5	
	Degrees of freedom	T
0.7106	131	16.350

Considering that amount of t-observed ( $t = 16.350$ ) is higher than the amount of written t criteria in table at significance level of 95% ( $\alpha = 5\%$ ) which means that our result is higher than the criteria number of table (1.645) and on the other hand, according to the mean of given answers to the question of first hypothesis of questionnaire and by using mean of t ( $t = 2.5$ ), we can understand that H0 hypothesis is rejected and H1 is approved. In other words, there is a connection between amount of synergy between manager and teacher and their job satisfaction.

### Second Hypothesis

There is a connection between close relationship of managers and teachers and their job satisfaction.

**Table 4. Descriptive statistics of second hypothesis**

Standard deviation error	Standard deviation	Mean	Frequency
0.4324	0.49680	3.5025	183

**Table 5. Student t-test for mean's variation**

Significance level	Test Value 2.5	
	Degrees of freedom	T
1.0025	131	23.185

Considering that amount of t-observed ( $t = 23.185$ ) is higher than the amount of written t criteria in table at significance level of 95% ( $\alpha = 5\%$ ) which means that our result is higher than the criteria number of table (1.645) and on the other hand, according to the mean of given answers to the question of second hypothesis of questionnaire and by using mean of t ( $t = 2.5$ ), we can understand that H0 hypothesis is rejected and H1 is approved. In other words, there is a connection between close relationship of managers and teachers and their job satisfaction.

### Third Hypothesis

There is a connection between bolstering teachers' moral by managers and their job satisfaction.

**Table 6. Descriptive statistics of third hypothesis**

Standard deviation error	Standard deviation	Mean	Frequency
0.4540	0.52160	3.3106	183

**Table 7. Student t test for mean's variation**

Significance level	Test Value 2.5		T
	Degrees of freedom		
0.8106	131		17.855

Considering that amount of t-observed ( $t = 17.855$ ) is higher than the amount of written t criteria in table at significance level of 95% ( $\alpha = 5\%$ ) which means that our result is higher than the criteria number of table (1.645) and, on the other hand, according to the mean of given answers to the question of the third hypothesis of questionnaire and by using mean of t ( $t = 2.5$ ), we can understand that H0 hypothesis is rejected and H1 is approved. In other words, there is a connection between bolstering teachers' moral by managers and their job satisfaction.

#### Fourth Hypothesis

There is a connection between amount of respect that manager has for teachers and their job satisfaction.

**Table 8. Descriptive statistics of fourth hypothesis**

Standard deviation error	Standard deviation	Mean	Frequency
0.4471	0.51362	3.1970	183

**Table 9. Student t test for mean's variation**

Significance level	Test Value 2.5		T
	Degrees of freedom		
0.6970	131		15.590

Considering that amount of t-observed ( $t = 15.590$ ) is higher than the amount of written t criteria in table at significance level of 95% ( $\alpha = 5\%$ ) which means that our result is higher than the criteria number of table (1.645) and on the other hand, according to the mean of given answers to the question of fourth hypothesis of questionnaire and by using mean of t ( $t = 2.5$ ), we can understand that H0 hypothesis is rejected and H1 is approved. In other words, there is a connection between amount of respect that manager has for teachers and their job satisfaction.

#### Fifth Hypothesis

There is a connection between creating a calm environment by manager and job satisfaction of teachers.

**Table 10. Descriptive statistics of fifth hypothesis**

Standard deviation error	Standard deviation	Mean	Frequency
0.4571	0.52516	3.2803	183

**Table 11. Student t-test for mean's variation**

Significance level	Test Value 2.5		T
	Degrees of freedom		
0.7803	131		17.071

Considering that amount of t-observed ( $t = 17.071$ ) is higher than the amount of written t criteria in table at significance level of 95% ( $\alpha = 5\%$ ) which means that our result is higher than the criteria number of table (1.645) and on the other hand, according to the mean of given answers to the question of fifth hypothesis of questionnaire and by using mean of t ( $t = 2.5$ ), we can understand that H0 hypothesis is rejected and H1 is approved. In other words, there is a connection between creating a calm environment by manager and job satisfaction of teachers.

#### Discussion and Conclusion

According to the results of research, there is a connection between behaviors of managers and job satisfaction of employees. So the more managers try to change their behavior and move toward participatory management, more job satisfaction will be seen in employees and these results are consonant with the results of research done by Kazem Kalhori and *et al.* The results of this research are also in line with the research done by Tenen Bowm, bowls, Kouch and French about connection between participatory management and creating job satisfaction. As you saw, in this case there was a connection between synergy, close relationship, bolstering employees' morale, respecting each other and creating a calm and suitable environment and increasing job satisfaction of teachers. So we can reach this general conclusion that human relations of managers have significant impact on educational performance of employees and because of this, managers should have close and close relations with their employees at work environment so that they can increase motivation and performance by promoting effective human relations. As a final conclusion, we must

say managers' duty as the main element in change needs them to include employees in organizational decisions by using human relation, in addition to, their daily official and organizational responsibilities increase the job satisfaction level of employees by this mean. This article suggests that managers try to manage an organization with the help of their employees and not in an autocratic manner. Analyzing the pros and cons of this suggestion is something that managers and students of management science should do. Also the main limitation of this research is that its results are based on analyzing data from a certain period because of the limitations in time and cost. So, the relations and effects between the variables of this research cannot be completely examined and a long term approach for future studies is suggested. Also this case cannot be generalized to the whole population of Iran. Because this study was limited to the state of Guilan and the city of Rasht and generalizing it to other states has some limitations. Also, this study doesn't involve all effective variables on job satisfaction of employees and so for future studies; we should search for other affective variables in job satisfaction and expand our studies. Also, some additional variables should be considered such as dependent and moderator variables which were ignored in this study. Lack of extensive studies and researches in this field also limited the number of first hand sources available to authors.

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