

The effect of participatory management on organizational change and increase of staff efficiency in Free Zone of Qeshm

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ABSTRACT

The aim of the current study was to evaluate the impact of participatory management on organizational change and increase staffs' efficiency in the Free Zone of Qeshm. The present research was applied in terms of purpose, and in terms of data collecting method, it was of the correlation-descriptive studies kind. The study population included all staffs of Qeshm Free Zone Organization which based on Cochran formula reached the sample size of 169 ones. Then, the sample was selected using simple random sampling. The instruments included questionnaires of organizational development, efficiency, and performance management. Results showed that there were significant relationships between participatory management and efficiency components (creating commitment and sense of responsibility of staffs, decrease of negative resistance against changes and work motivation among the staffs), and participatory management and organizational change components (empowering staffs to perform comprehensive measures and instituting new cultural perspectives) in Free Zone of Qeshm. But, there was no significant relationship between participatory management and the success of integration components of organizational change.

KEYWORDS: participatory management, organizational development, staffs performance, work motivation in staffs

INTRODUCTION

One of the main and ongoing concerns in the field of management is the staffs' motivation because the realization of this important matter increases production, productivity, and improve the service quality. According to research conducted in the past two decades, the positive relationship between staffs' participation in the management and motivation has been proven. Unlike traditional management system, the participation based management system also allows all participants to offer and rewards them.

Participation enforces motivation because the staffs feel accepted and involved in the organizations affairs. So, a sense of ownership is created in them and factors such as absence, job quitting, and waste are reduced and in the opposite their motivation, commitment, job satisfaction, and organizational efficiency are increased (Reza Dust and Afraz, 2011).

Experts in the management field believe that the main cause of mutations in technology and economic in countries such as Japan, Europe, and the US, especially in recent decades, has been the wide use of participatory management system. In this system, managers using special measures provide opportunities so that all staffs at all levels can use their invaluable and so organized ideas and experiences, present their useful and constructive proposals to the organization (Karimi Herrin, 2010).

Although in this new management system the final decision maker is the organization directorship, the management board received the information required to make the final decision from mind and valuable experiences of all the staffs under their supervision in the form of organized proposals. The most important and most valuable aspects of the participation are that they besides encouraging the staffs to maximize their effort, flourish their creativity and constructive force and strengthen their sense of responsibility (Alvani and Shirvany, 2011). Studies show that staff participation in different fields of the organization work and affairs leads to productivity and efficiency, quality improvement, conflict decrease, and increase of understanding between staff and management, negative resistances decrease, staffs' motivation and commitment increase, and eventually, higher staffs' efficiency and organizational development.

It is clear that under such favorable conditions the staffs lie to produce and deliver goods and services which at the same time leads to creating value for customers and sustainable competitive advantage for organizational change (Babel et al., 2009; Haskell et al., 2014).

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Attention to the motivation and increase of production and productivity, optimal use of the resources at hand is the main goal of any organization. In the meantime, "participatory management" is as an appropriate tool for the organization advancing towards their goals. By the help of participation and consultation, the decision-making risks can be reduced, thus the decisions enforcement increases, and the consultant's range of insight gets wider and the spirit of work is reinforced. One of the main concerns in the field of management is constant attention to staffs motivation because realization of this important matter will be followed by production, productivity and improvement of service quality. According to the conducted researches in the past two decades, the positive relationship between staffs' participation in management and their motivation has been proven. Unlike traditional management system, the participation based management system also allows them to give their suggestions and rewards them (Reza Dust and Afraz, 2014).

Participatory management is one of the important management styles and relatively new practices of effective human resource management (Cascio, 2008). The importance of this issue is to the extent that researchers such as Lee Preston and James Post called participation as (Third Revolution) (Toosy, 2007).

Participatory management strategy is one of the most effective strategies in creating administrative reforms, first, the objectives, characteristics, and necessities of the organizations needs in implementing this strategy need to be clarified. Then, the affective factors and major steps that is compatible with the status quo and lead to fundamental changes in the administrative system need to be applied (Dyrvand, 2014).

- Introduction to the concept of participatory management

Participatory leadership or management is a style in which decisions are taken with the staffs' participation. Participatory management allows the administrators to enter into the part of the group and take better decisions. Participatory management is a kind of leadership style that is supposed to be able to enhance the staffs' performance through empowering. Participatory management is the system of staffs' intellectual and practical cooperation of an organization with various levels of management of that organization (Feldman, 2010).

- Introduction to the concept of organizational change

Organizational change is the planned development and principled (systematic) process that seeks to increase individual and organizational effectiveness using the values and principles of applied behavior in organizations. Organizational change has been introduced as a kind of organization development strategy in the late 50s. Bennis in 1969 defined organizational change as follows:

"Organizational transformation is a reaction to change and a kind of complex learning strategy to change beliefs, attitudes, values, and structure of the organization so that these factors can adjust themselves with the technologies, markets, and new challenges as well as with pace of change in the condition and environment.

- Introduction to the concept of efficiency

The term of efficiency is used in conjunction with the organization works. Efficiency means the quantity of resources that were consumed to produce one unit of product and can be calculated in terms of the consumption to the product. If an organization can achieve specific objectives with less resources use compared to other organizations, it is said to be more efficient. In other words, efficiency means less time or energy for the more work done. Efficiency translated as yield in Engineering Physics is usually used instead of productivity. This term is idyllically defined as follows: unit of useful input output = efficiency (Daft, 2010).

- Participation

The oldest provided definition of participation includes: "a bidirectional, interactive, constructive, and fruitful connection between two or more individuals." In this definition, it is emphasized on the open link between two or more individuals under which they are grown up and take advantage of each other. Bi-directionality of the link leads the information, knowledge, recognition, ideas, and comments from each side of the link to be transferred to the other side, and as the result, both sides acquire constructive interest and grow mentally and emotionally. According to the above definitions of participation, it can be said that: participation is a voluntary mental and emotional involvement of an individual in team positions related to them and their organization that motivate the individual to achieve the team objectives and make the individual participate in the work responsibility (Reza Dust and Faraz, 2011).

Participation in the realm of Industry and Commerce has been developed for this purpose that the individuals psychologically and emotionally are associated not only in directing industry but also in its ownership and by and this way added to conflict with the mental state of frustration and alienation caused by the complexities of works strengthen the stability and end foundations of commerce and Industry. Participation in industry direction causes the

industry staffs to be motivated to achieve high goals and with increasing efforts position achievement of the team and the organization goals among their personal goals and increase their efficiency and performance (Nassir Zadeh, 2011).

- **Participatory Management**

Participatory management is a management style that is characterized by abundant use of group decision making, this style is quite opposite of the autonomous management. In participatory management style, it is often believed that hereby human beings emotionally work well; sometimes it is also called the democratic management (Dale, 2009). Participatory leadership or management is a style in which decisions are taken with the staffs' participation; prudence and participatory management allows the managers to enter into a part of the group and make better decisions. Participatory management is a leadership style that believes it can provide the opportunity to enhance the staffs' performance through empowering them; this matter improves the staffs satisfaction and equally the efficiency and effectiveness of the organization. Participatory managers counsel with their staffs, make them aware of the difficulties, and involve them in decisions making in order for them all to work as a group. Leaders are not authoritarian individuals and at the same time are not the folks who leave their job and forget the responsibility of management. Participatory managers undertake the final responsibility of the unit under their supervision, but they have learned that in directing the operations cooperate with those who truly work to accomplish. The outcome of this procedure is that the staffs feel of being involved in team goals. As demonstrated before, the "psychological consequences of staffs" in supportive management is the sense of "participation" which is provided to the staffs. On this basis, it can be said that participation is the individuals' mental and emotional involvement in the group positions that motivate them to help in achieving the team goals and be shared in the work responsibility (Feldman, 2006).

- **Participation restrictions**

Today technology and organizations are so complex that necessitate the particular job roles and expertise. As the result, those individuals with expertise and tact as far away from these particular roles cannot act with success in the process of participation. That is low level director can only in operational tasks have an effective partnership and commonly will face difficulties in works related to organization step ways.

A serious issue on participation is that it can be used improperly as a means of manipulation in the staffs' affairs. This manipulation will not be required by management. This can be done by the labor unions or hidden groups and skilled members in the direction of the group dynamics, namely the social engineers of satisfaction. Most groups intend to impose compromise and conform to individualization members. It is therefore no surprise that a number of staffs sometimes prefer the obvious injustice of authoritarian director over the hidden injustice of the group (Nassir Zadeh, 2014).

- **Theoretical concepts of organizational change**

Organizations are formed with high aspirations, over the time as the processes got larger and more complex, they have got away from their superior goals or their speed to achieve their goals reduced. Therefore, the need to review the organization conduct continuously and based on systematic plan seems to be necessary, this process is called organizational change. Organizational change is a planned and principled (systematic) process that utilizing values and principles of applied behavior in organizations seeks to increase individual and organizational effectiveness. What intended is the whole system change so that its performance improves, and for this purpose, a scheduled change is needed. The organizations more face permanent pressures to change. Anticipation of economic conditions, customers' consumption pattern, technological and scientific factors in external competition force the supreme managers to evaluate their organization and consider fundamental changes. Organizational change is of utmost importance. If a company intends to be successful in a steadily more competitive market, it should constantly adjust itself to environmental changes. Management without change cannot keep the organization in the best situation. Organizational change (organizational modernization) can be defined as a continuous process to create innovation and adaptation within the organization. The change form, as Waterman states, is that on the one hand, the organizational stability is necessary, and on the other hand, the same stability is the biggest obstacle to change. In most cases, it seems that as the organization was more successful in the past, it is more likely to resist against the change.

- **The purpose of the change in the organization**

Planned change require general knowledge, hard and diligent work and activity over the time, having a systematic and goal-oriented approach and effective knowledge about organizational dynamics and how to change them. Organization development programs have two major objectives:

1. To improve the performance of individuals, groups, and organizations;
2. To transfer the necessary procedure and skills that will enable the organization members to continuously improve their work based on that.

Model of the developed process

In this model, the planned change is considered from the perspective of supreme manager. In this model, the person entitled (change agent) assume responsibility of change to accept the change.

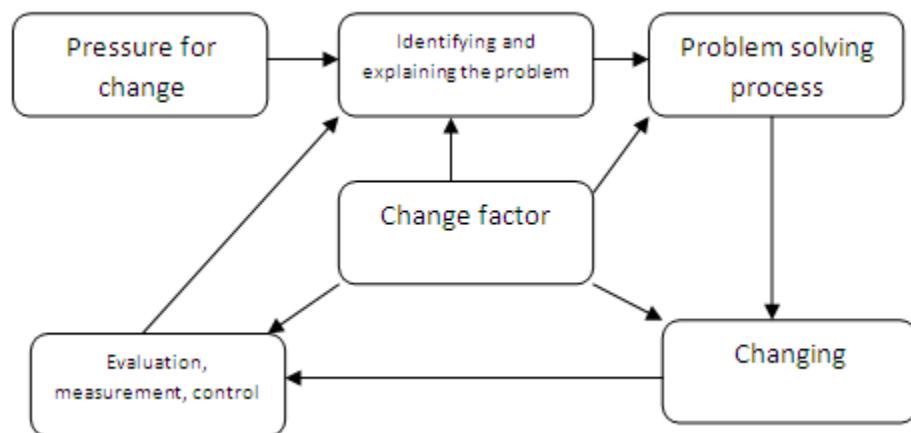


Fig 1: Models of change in the organization

Models vary according to the nature of the organization, structure, human force, production and management type, and their realization stages also is important in this difference. These models are mentioned in the following:

- R & D model

This model is not only applied for technological innovations, but also is applied broadly and fruitfully for organizational issues. Its application is shown in the following table:

Table 1: Use of research and development at different levels

levels	Topics of discussion and research and development
National level	How to change the national targets to R & D projects
partial level	How to transfer the partial long-term goals including agriculture, industry, education to identified research and development projects
organizational level	The structure and form of organization, the relationship between government and customers, regulation of support services
individual level	Individuals' assessment, rewarding, designs and methods of work progress

- **Theoretical concepts of staffs' efficiency**

Managers since the beginning of the organization until now relentlessly have tried to improve it so that through taking advantage of the past scientific experiences and present scientific techniques and methods of management schools can increase the organization efficiency and effectiveness. Most of the management schools aim to increase the efficiency and effectiveness of the organization. However, some of them due to the limited attitudes and assumptions about the organization and humans have failed to achieve their goal. For example, the classical school

assuming rational - economic human has prescribed the use of scientific management principles and practices, adherence to bureaucratic model to improve and increase the organization efficiency, look at the man with mechanical perspective, negates the informal relations between people in the workplace, and basically considers the formal organization structure and absolute enforcement of laws and regulations. In general, "improvement and reconstruction of the organization" is a process through which knowledge and behavioral sciences are used to help organize functions to achieve greater efficiency such as improving living conditions (rising welfare), increasing productivity and improving the goods and services quality. The purpose of the organization improvement and reconstruction is to improve the talents and resources of the organization to evaluate and solve the organizational problems. On the other hand, the organization improvement and reconstruction is designed to improve the whole system namely the organization itself and its subsidiaries and communicate with the surrounding environment.

- The concept of efficiency

Efficiency in management is a part of the productivity which means the ability to obtain product and output higher than the minimum. Overly, efficiency means doing the job correctly through saving equipments to obtain maximum data sources. Efficiency means to achieve the organization goals with the minimum cost and undesirable consequences. Apparently, the organization efficiency can be determined by comparing the efficiency of operations and resource consumed; so, efficiency is equal to the ratio between operational efficiency and the resource consumed. Generally, what is common between the above definitions is the ratio between the output and data, but the difficult and important issue in the definition of efficiency is that efficiency of the organization activities cannot always be determined in terms of an measurable scale such as money because in defining the efficiency merely the cost reduction is not considered but the service quality and the staffs' desires and mental needs satisfaction is also important:

Literature review

Mosadegh Rod (2012) in a study with the aim of investigating the role of participatory management (proposals system) in the effectiveness and efficiency of Shahid Fayazbakhsh Hospital in Tehran came to the conclusion that the average index of hospital bed occupancy rate in the year 2012 decreased of about 1.57% compared to the year 2011.

This decrease was due to the increase in the number of hospital beds and decrease of the average length of stay in hospital. The average index of hospitalization in the year 2012 to the year 2011 reduced of around 7.13%. Bed turnover index increased of about 5.64%. Hospital bed turnover interval index declined about 5.56%. Patient satisfaction level of hospital services increased from 3.58 points (the average satisfaction) at baseline to 16.4 points (good degree of satisfaction) at the end of the study. The general conclusion was that the use of participatory management in case of the management board's stability and commitment and providing the necessary background, will improve hospital performance.

Zahedi (2013) in a study entitled performance management and organizational change suggested that the empowerment of human resources is a very efficient tool on the basis of transformative management vision so that the organizations using that can take high and quick steps on the path of development and growth. Because organizational change is human-centered, level of human resources should be promoted to achieve acceptable level of development, and improve them internally, and this important can be fulfilled through strategies such as:

Promoting meritocracy system, career development system, job enrichment system, participation system, human resources rehabilitation system, behavioral rationality system

Tayebee et al. (2013) in a study with the aim of investigating the relationship between participatory management and organizational performance of Sepahan sport club staffs came to the conclusion that there was a significant relationship the between participatory management and staff performance at the level of ($p = 0.001$). Also, the determination coefficient of the predictor variable was equal to .823. This means that 82.3% of the variance of the dependent variable (staffs' performance) is predicted by the independent variable (participatory management). And the ratio of ($F = 427.877$) was confirmed at the significance level of ($P \leq .001$) according to this finding.

Reza Dust and Faraz (2014) in a study assessed the management system on basis of participation and its role in the administrative development. Their findings suggested that participatory management resulted in: Increase of safety, flexibility, the organization risk-taking and effectiveness against the organization programs audience's demands (intra-organizational and inter-organizational), creativity outbreak and actualization of the staffs' innate talents;

Levine (2010) at Columbia University was considering the relationship between the use of human resources and economic performance. In research on the economic impact of the participatory approaches under his supervision, 495 organizations were included and achieved valuable results.

Companies which share the profits with their staffs have far better financial performance than other firms that are widely exchanged information and have broad programs of giving responsibility to staffs (researchers look at giving responsibility and transforming information to the staffs Type the as areas of intellectual participation) and remarkably have a better performance than organizations that run by several. Flexible design work, floating working hours, rotating and scope expanding and multiple skills are completely about financial success.

Training and scope developing has a positive effect on financial and commercial function. Formal methods of objection protecting the staffs' rights in companies with union or without union also significantly impact on the function of low levels of the organization. Companies that integrate group economic participation, rational participation, flexible job design, and in-service training, and scope development enjoy more production increase. Two thirds of differences in the effects of operational low levels performance is due to the combined effects of these measures.

Jane and Parnell (2010) in a study on Mexico and Peru assessed the managing board willingness to engage in collaborative decision making and come to the conclusion that although these two countries were similar culturally, two main differences were found. First, although the Mexican managers believed that participatory management reduced decision making power base, they believed in the positive relationship between participatory management and organizational effectiveness.

Eric G. Lambert (2010) in his study concluded that engaging in organizational citizenship behaviors indicated that the individual felt free in the organization and willed to extend his efforts. These additional efforts may help to protect the staffs from workplace pressure that can result in high pressure on the staffs and ultimately job burnout. Conversely, those who do not consider organizational citizenship behavior may feel they do not belong to the organization and do not want to belong. This can lead to coercion on the individual and in the long term can lead to job burnout. They also concluded that there was a significantly positive relationship between organizational citizenship behavior and job satisfaction and life satisfaction and negative relationship between burnout and work leaving.

Jei-Chen Peng (2010) showed that positive feedback of the director may enhance organizational citizenship behavior among the staffs. Regarding the relationship between feedback environment and OCB, scientists have shown that the staffs' OCB increases through mechanisms of affective commitment, job satisfaction, role clarity, providing positive feedback by the director.

Clark and Goldsmith (2013) claims that the staffs in democratic institutions and the organizations governed by cooperation and self-management, in contrast to the staffs in autocratic organizations governed forcibly and run by others, gain better results.

Chun-Fang Qing (2014) stated in conditions under constant pressure from the need to compete, there is not only the need to meet the rapid changes in the market. In addition, the staffs should be inspired to do their work and encouraged to act as citizens. The results showed that perceived organizational support and psychological empowerment both are positively effective on the development of organizational efficiency. Perceived organizational support alone is not effective, but the staff efficiency and psychological empowerment positively affect on job performance. In fact, the staffs' performance acts as a relative mediator between perceived organizational support, participatory management, and job performance also between psychological empowerment and job performance.

Methodology

In the present study, the required data about the variables (participative management, staffs performance, and organizational change) was obtained through designing the questionnaire and distributing that among the samples. To gather the required information, after the form of demographic information including gender, education, age, and so on; other required information can be obtained by the questionnaire as follows:

A) Participatory management questionnaire Participatory management questionnaire was designed in 2007 by Fazee according to five dimensions (decision-making, communication, leadership, structure, and supervision). The questionnaire contained 25 closed-answer questions set based on the 5 degree scale (strongly agree, agree, No comment, disagree, and strongly disagree respectively with scores of 5, 4, 3, 2, 1) and measured the five dimensions (decision-making, communication, leadership, structure, and control).

B) Staffs' performance questionnaire: The questionnaire was designed in 2000 by the Oregon according to three dimensions (creating of commitment and sense of responsibility, reducing of passive resistance against change, work motivation in staffs). The given questionnaire contained 41 closed-answer questions set based on the 5 degree scale (strongly agree, agree, No comment, disagree, and strongly disagree respectively with scores of 5, 4, 3, 2, 1) and measured the said dimensions.

C) organizational change questionnaire (integrated development model):

This questionnaire was made by John Gutter and Peter Drucker in 1996, according to eight stages (creating the sense of necessity and urgency, guidelines coalition, developing the vision and strategy, transferring the change vision to others, empowering staffs to carry out comprehensive measures, creating short-term victories, summing up the successes and creating more development, and institutionalizing new perspectives on culture).

The mentioned questionnaire contained 42 closed-answer questions set based on the 5 degree scale (strongly agree, agree, No comment, disagree, and strongly disagree respectively with scores of 5, 4, 3, 2, 1) and measured the said dimensions.

The statistical population of the present study consisted of all the staffs in Free Zone of Qeshm Organization who were 300 individuals totally that the sample was selected from. Based on Cochran formula, the sample size was about 169 persons. q, p were considered 0.5 and d according to global research and previous studies considered 0.06 and the result is generalizable. Then, the study sample was selected using simple random sampling. Followingly, the information gathered through questionnaires was coded then put into the computer and processed using SPSS software version 20. The data was analyzed using the most common available tools and techniques of statistics such as regression analysis, descriptive statistics, mean, variance, standard deviation, and inferential statistics such as Pearson correlation coefficient.

Testing hypothesis

The main hypothesis 1: Participatory management has a significant impact on the staffs' performance of Free Zone of Qeshm.

- Secondary hypothesis 1-1: there is a significant relationship between participatory management and the staffs' commitment and sense of responsibility for the performance of Free Zone of Qeshm. In this hypothesis, the dependent variable of participatory management and the independent variable of commitment and sense of responsibility (from dimensions of performance) were used.

Table 2: correlation coefficient between the secondary hypotheses 1.1

Correlation statistics	Pearson correlation	Variable
0.657	Correlation	Commitment
0.000	significance level	
169	Number	

So, participatory management significantly impacts on creating a sense of commitment and responsibility in the staff in terms of Pearson correlation coefficient.

Table 3: Analysis of variance of secondary hypothesis 1-1

significance level	F ratio	Squares Mean	Degrees of freedom	Total squares	Changes Source	Variable
0.000	10.54	573.258	1	745.236	Intragroup	Commitment
		22.36	168	5471.232	Intergroup	
			169	6216.561	Total	

In the table of variance analysis, the value of p-value = 0.000 which significantly was smaller than .05 so the above variables directly and significantly impact on each other.

Table 4: regression coefficients of secondary hypothesis 1-1

significance level	T-statistics	Standardized coefficients	Non-standardized coefficients		Model	
		Beta	Standard deviation	B		
0000	61.242	--	42.28	84.254	Fixed	1
0.000	50.36	0.424	21.25	557.24	Commitment	

Considering the above data, the hypothesis is confirmed.

Secondary hypothesis 1-2: participatory management significantly impacts on decrease of negative resistance against changes in the staffs for the performance of Free Zone of Qeshm.

In this hypothesis, participatory management is considered as the dependent variable and decrease of negative resistance against changes in the staffs as the independent variables.

Table 5: Correlation coefficients between variables of hypothesis 1-2

Correlation statistics	Pearson correlation	Variable
0.667	Correlation	decrease of negative resistance against changes
0.001	significance level	
169	Number	

Looking at the P-value (Sig or significance level), it can be seen that in correlation coefficients table there is a significant and direct relationship between the variables of participatory management and decrease of negative resistance against changes, and the hypothesis is confirmed.

Table 6: ANOVA table of secondary hypothesis of secondary hypothesis 1-2

significance level	F ratio	Squares Mean	Degrees of freedom	Total squares	Changes Source	Variable
0.001	9.24	467.242	1	458.999	Intragroup	decrease of negative resistance against changes
		70.25	168	735.235	Intergroup	
			169	1174.234	Total	

Looking at the significance levels in variance analysis table, the hypothesis is confirmed because its value is less than the significance level of 0.05. Also, the regression equation of the above hypothesis can be seen in the following table.

Table 7: regression coefficients of secondary hypothesis 1-2

significance level	T-statistics	Standardized coefficients	Non-standardized coefficients		Model	
		Beta	Standard deviation	B		
0000	61.242	--	42.28	84.254	fixed	1
0.001	0.002	0.533	0.011	1.213	decrease of negative resistance against changes	

Secondary hypothesis 1-3: participatory management significantly impacts on the staffs' work motivation for performance of Free Zone of Qeshm. In this hypothesis, the independent variable of work motivation in staffs and the dependent variable of participatory management are used.

Table 8: Correlation coefficient between variables of the secondary hypothesis 1-3

Correlation statistics	Pearson correlation	Variable
0.600	Correlation	work motivation in staffs
0.001	significance level	
169	Number	

Looking at the P-value (Sig or significance level), it can be seen that in the correlation coefficients there is a significant relationship between participatory management and staffs' work motivation and the hypothesis is confirmed.

Table 9: ANOVA table of secondary hypothesis 1- 3

significance level	F ratio	Squares Mean	Degrees of freedom	Total squares	Changes Source	Variable
0.001	12.57	216.874	1	238.856	Intragroup	staffs' work motivation
		36.29	168	685.323	Intergroup	
			169	924.179	Total	

Looking at the significant level in ANOVA table, since its value is less than the significance level of 0.05; so, there is a significant and direct relationship between the above variables, thus, the hypothesis is confirmed. The regression equation of the hypothesis can be seen in the following table.

Table 10: regression coefficients secondary hypothesis 1- 3

significance level	T-statistics	Standardized coefficients	Non-standardized coefficients		Model	
		Beta	Standard deviation	B		
0.000	65.202	--	42.28	84.254	Fixed	1
0.001	0.268	0.642	84.36	743.36	staffs' work motivation	

So, here is a significant and direct relationship between the staffs work motivation and participatory management, and this hypothesis is confirmed.

The main hypothesis 2: Participatory management has a significant impact on organizational change among the staffs in Free Zone of Qeshm.

Secondary hypothesis 1.2: Participatory management has a significant impact on creating the sense of urgency and immediacy of organizational change in Free Zone of Qeshm. In this hypothesis, the independent variable of creating the sense of necessity and urgency and the dependent variable of participatory management are used.

Table 11: Correlation coefficient between variables of the secondary hypothesis1- 2

Correlation statistics	Pearson correlation	Variable
0.512	Correlation	creating the sense of urgency and immediacy
0.000	significance level	
169	Number	

Looking at the P-value (Sig or significance level) in the correlation coefficients table, it can be seen that there is a significant and direct relationship between the sense of necessity and urgency and participatory management, and the hypothesis is confirmed.

Table 12: ANOVA Table of secondary hypothesis 1-2

significance level	F ratio	Squares Mean	Degrees of freedom	Total squares	Changes Source	Variable
0.000	10.36	458.267	1	351.254	Intragroup	Creating the sense of necessity and urgency
		26.35	168	735.393	Intergroup	
		169		1086.4774	Total	

Looking at the significance levels in ANOVA Table, because its value is less the significance level of 0.05, the hypothesis is confirmed. The above regression equation hypothesis can be seen in the following table.

Table 13: regression coefficients secondary hypothesis 1- 2

significance level	T-statistics	Standardized coefficients	Non-standardized coefficients		Model	
		Beta	Standard deviation		B	
0.000	61.242	--	42.28	84.254	Fixed	1
0.000	50.702	0.602	0.001	68.268	sense of necessity and urgency	

Thus, the above hypothesis is supported.

Secondary hypothesis 2: Participatory management has a significant impact on strategy vision development for organizational change in the Free Zone of Qeshm. In this hypothesis, the independent variable of strategy vision development and the dependent variable of participatory management are used.

Table 14: Correlation coefficient between variables of the secondary hypothesis 2-2

Correlation statistics	Pearson correlation	Variable
0.578	Correlation	development for organizational change
0.002	significance level	
169	Number	

Looking at the P-value (Sig or significance level) in the correlation coefficients table, it can be seen that there is a significant and direct relationship between strategy vision development and participatory management, and the hypothesis is confirmed.

Table 15: ANOVA Table of secondary hypothesis 2-2

significance level	F ratio	Squares Mean	Degrees of freedom	Total squares	Changes Source	Variable
0.0002	15.26	365.241	1	651.254	Intragroup	development for organizational change
		33.25	168	984.248	Intergroup	
		169		1552.484	Total	

Looking at the significance levels in ANOVA Table, because its value is less the significance level of 0.05, the hypothesis is confirmed. The above regression equation hypothesis can be seen in the following table.

Table 16: regression coefficients secondary hypothesis 2- 2

significance level	T-statistics	Standardized coefficients	Non-standardized coefficients		Model	
		Beta	Standard deviation	B		
0000	61.242	--	42.28	84.254	Fixed	1
0.002	34.596	0.547	0.543	49.38	development for organizational change	

Thus, the above hypothesis is supported.

Secondary hypothesis 2-3: Participatory management has a significant impact on summing successes for organizational change in the Free Zone of Qeshm. In this hypothesis, the independent variable of successes summing and the dependent variable of participatory management are used.

Table 17: Correlation coefficient between variables of the secondary hypothesis 2-3

Correlation statistics	Pearson correlation	Variable
0.100	Correlation	summing successes
0.061	significance level	
169	Number	

Looking at the P-value (Sig or significance level) in the correlation coefficients table, it can be seen that there is a significant and direct relationship between summing successes and participatory management, and the hypothesis is confirmed.

Table 18: ANOVA Table of secondary hypothesis 2-3

significance level	F ratio	Squares Mean	Degrees of freedom	Total squares	Changes Source	Variable
0.061	45.24	365.241	1	651.254	Intra-group	summing successes
		33.25	168	984.248	Intergroup	
			169	1552.484	Total	

Looking at the significance levels in ANOVA Table, because its value is higher than the significance level of 0.05, the hypothesis is rejected. The above regression equation hypothesis can be seen in the following table.

Table 19: regression coefficients secondary hypothesis 2- 3

significance level	T-statistics	Standardized coefficients	Non-standardized coefficients		Model	
		Beta	Standard deviation	B		
0000	61.242	--	42.28	84.254	Fixed	1
0.061	0.262	0.104	0.657	75.36	Summing successes	

Thus, the hypothesis is rejected.

Secondary hypothesis 2-4: Participatory management has a significant impact on empowering staffs for organizational change in the Free Zone of Qeshm. In this hypothesis, the independent variable of empowering staffs and the dependent variable of participatory management are used.

Table 20: Correlation coefficient between variables of the secondary hypothesis 2-3

Correlation statistics	Pearson correlation	Variable
0.169	Correlation	empowering staffs for comprehensive measures
0.000	significance level	
169	Number	

Looking at the P-value (Sig or significance level) in the correlation coefficients table, it can be seen that there is a significant and direct relationship between empowering staffs for comprehensive measures and participatory management, and the hypothesis is confirmed.

Table 21: ANOVA Table of secondary hypothesis 2-4

significance level	F ratio	Squares Mean	Degrees of freedom	Total squares	Changes Source	Variable
0.000	20.36	357.324	1	984.325	Intragroup	empowering staffs for comprehensive measures
		40.26	168	1223.511	Intergroup	
			169	1552.484	Total	

Looking at the significance levels in ANOVA Table, because its value is less than the significance level of 0.05, the hypothesis is confirmed. The above regression equation hypothesis can be seen in the following table.

Table 22: regression coefficients secondary hypothesis 2- 4

significance level	T-statistics	Standardized coefficients	Non-standardized coefficients		Model	
		Beta	Standard deviation	B		
0.000	61.242	--	42.28	84.254	Fixed	1
0.000	44.206	0.688	0.514	68.28	empowering staffs for comprehensive measures	

Thus, the hypothesis is confirmed.

Secondary hypothesis 2-5: Participatory management has a significant impact on institutionalizing new cultural perspectives for organizational change in the Free Zone of Qeshm. In this hypothesis, the independent variable of institutionalizing new cultural perspectives and the dependent variable of participatory management are used.

Table 23: Correlation coefficient between variables of the secondary hypothesis 2-5

Correlation statistics	Pearson correlation	Variable
0.428	Correlation	Institutionalizing new cultural perspectives
0.001	significance level	
169	Number	

Looking at the P-value (Sig or significance level) in the correlation coefficients table, it can be seen that there is a significant and direct relationship between institutionalizing new cultural perspectives and participatory management, and the hypothesis is confirmed.

Table 24: ANOVA Table of secondary hypothesis 2-5

significance level	F ratio	Squares Mean	Degrees of freedom	Total squares	Changes Source	Variable
0.001	12.35	248.254	1	748.352	Intra-group Intergroup Total	Institutionalizing new cultural perspectives
		29.25	168	5544.154		
			169	12351.5454		

Looking at the significance levels in ANOVA Table, because its value is less than the significance level of 0.05, the hypothesis is confirmed. The above regression equation hypothesis can be seen in the following table.

Table 25: regression coefficients secondary hypothesis 2- 5

significance level	T-statistics	Standardized coefficients	Non-standardized coefficients		Model	1
		Beta	Standard deviation	B		
0000	61.246	--	42.28	84.254	Fixed	
0.001	52.354	0.574	0.251	91.25	Institutionalizing new cultural perspectives	

Thus, the hypothesis is confirmed.

Discussion and conclusion

Participation strengthens motivation because employees feel accepted and involved in the organizations affairs; so, the sense of ownership is created in them and factors such as absence, quitting work and waste reduce. In contrast, motivation, commitment, job satisfaction and organizational efficiency increase. The most important and valuable aspects of the participation is that in addition to encouraging the staffs to maximize their effort, it flourish their power of creativity and construction and strengthen their sense of responsibility. Studies show that the staffs participation in different fields of work and the organization affairs will result in productivity and efficiency, quality improvement, conflict reduction and increase of amity among the staffs and management board, decrease of negative resistance, increase of the staffs' motivation and commitment, and ultimately higher staff effectiveness and organizational change. After doing the required studies, the following results were obtained:

- There were a significant relationship among participatory management and commitment - reducing the negative resistance - developing strategy vison- creating a sense of urgency and immediacy for performance of Free Zone of Qeshm. However, there were no significant relationship between participatory management and summing successes for the staffs' organizational change in Free Zone of Qeshm.

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