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**THE EFFECT OF PARTICIPATIVE MANAGEMENT ON MOTIVATION AND JOB
SATISFACTION (EFFICIENCY OF THE BANKING SYSTEM) (CASE STUDY
MELLI BANK STAFF)**

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ABSTRACT:

Applied research is a field study That the purpose of the cross-correlation are The purpose of the impact of participatory management On motivation and job satisfaction of the Melli Bank in 1393 has been implemented. 150 employees of the society, the sampling method, to respond to the research were selected. In order to collect information from questionnaires, participatory management, motivation, job satisfaction and job productivity was used. The data from questionnaires of this study using descriptive statistics (Pearson) and analytical (simple linear regression) in the form of soft SPSS-18 software was analyzed, the results showed: 1. between participative management with motivation ($r = 0/24$), Job satisfaction ($r = 0/18$) Employment and productivity ($r = 0/67$) There is a significant positive relationship. 2. participative management can significantly motivation, job satisfaction and job productivity forecast.

Keywords: participatory management, motivation, job satisfaction, productivity, employment, employee of the Melli Bank.

INTRODUCTION

At the beginning of the twenty-first century, organizations have experienced significant changes and intense around. These organizations will lead to the new

challenges that they are not paying attention to survival and success of organizations has become increasingly threatening. Organizations to meet these

challenges have developed a new approach to management style. The lack of efficient management style is one of the main reasons for disability sectors in the face of increasing the rate of change from the early 1990s onwards. In the meantime, many researchers' concepts of participative management, matrix and function it had studied. Many of them are now advocating changes in the strategic management styles, but believe that participatory management the opportunity to increase productivity and enhance efficiency in the 21st century. The progress of any society is also subject to improvement in the management system of that society. The role of managers and employees is very important. Therefore, organizations must first develop the possibilities and limitations of the organization in terms of human and material resources examined And the use of resources and strengthening the management deficiencies and the use of efficient, answering the needs of the individual and community and leads to realization of the goals of the organization. *raison d'être* and responsibilities of managers, leadership role, how management decisions, to adopt ways of thinking and the management style their organizations, especially in basic management, Leadership style requires a better supply of material and financial

resources, especially human resources. With a little care in different companies, we can see that great leaders in efficiency and excellence of are outstanding. Effective leaders are those that result in a certain time frame to gain for industry effective work (Goleman, 2000). In this regard, participatory management is the most important factor for any organization that can make a decisive role on motivation and job satisfaction of employees on leave, if the manager wants to succeed his success through the use of His management style that is best in this way to increase employee motivation and job satisfaction and thus provides employees the workplace and organizations interested and makes related work and activities The organization provides a stronger individual (Azzemir 2, 2009).

So according to what was said this study to investigate the role of participatory management based on motivation and job satisfaction of National Bank.

The need for research:

Given the importance of participative management and the bank's profound impact on motivation and job satisfaction, job motivation investigate the causes of the rise and fall according to guidelines and templates for the self can improve quality of life, and the fight against adjusting behaviors many the reducing agents

provide job satisfaction and consequently may result in significant programs and measures to improve productivity in the banking system. Given the importance of the efficiency of the banking system and the fact that participatory management is probably one of the factors affecting motivation and job satisfaction of bank employees and thus their performance is linked factors affecting motivation and job satisfaction can identify ways to increase the efficiency of the banking system and unmistakable identification of these factors can add to the knowledge of the subject and related organizations in the field can use the results for practical purposes. Thus, according to this case is that this study as a step in this regard is necessary. It seems that National Bank employees also believe that participatory management is at the top of the bank and this factor has decreased motivation and job satisfaction And ultimately leads to lower job performance and productivity, so in this respect also do the necessary research.

Research conducted at inside:

Perspective (2002) investigated the relationship between job satisfaction and performance evaluation of teachers in participatory management style to the conclusion that the participatory management style managers job satisfaction of teachers there. Quarry

(2004) to investigate the relationship between job satisfactions with the performance of health care workers in hospitals affiliated Leadership Ministry of Health, concluded that job satisfaction of health care workers to practice leadership there is a significant relationship. Ghahramani (2005) on the relationship between leadership style and organizational culture, job satisfaction and productivity of faculty member's physical education across the country to the conclusion that the participative management style and job satisfaction and productivity are related. Hero (2005) on the relationship between leadership style and organizational culture, job satisfaction and productivity of faculty members physical education across the country to the conclusion that the participative management style and job satisfaction and productivity are related. Ghahraman (2005) on the relationship between leadership style and organizational culture, job satisfaction and productivity of faculty member's physical education across the country to the conclusion that the participative management style and job satisfaction and productivity are related. Ali Pur (1999) in his study to evaluate the views of teachers on effective communication and job satisfaction of male managers in secondary schools in Tehran this found that the relationship between

climate and job satisfaction and employee performance are related. Gholizdeh (2010) investigated the effect of leadership style on job satisfaction and employee productivity police concluded that leadership style, job satisfaction and productivity of a there is a significant positive relationship.

Research carried out:

Angony (2006), the effect of leadership styles (transformational and transactional) on consent occupational and organizational citizenship behaviors studied elementary school teachers in Tanzania. Regression analysis showed dimensions of transformational leadership a strong impact on job satisfaction and organizational citizenship behavior teachers. Nelson and Daniel (2011) in their study stated that balance of working conditions, and staff and learning support or inclusion in professional sports management is very important. They significant correlation between participative style of management and job satisfaction factors obtained sport coaches and instructors in their study were more satisfied with the style of participative management.

RESEARCH METHODOLOGY

Population:

The population of this study included all employees of the National Bank, w Sample and sampling:

According to the research society and the availability of staff, the sample size used by researchers to collect data due to the fact that the number of population is 255 people, according to the sampling table Gerjesy and Morgan (1970) 150 sampling method were selected. Hitch is based in the city of Instrument:

1. The library studies: study theoretical issues related to the investigation and literature (books, journals, theses, scientific sites). Shiraz in 2014 is working.

2. Interview: Interview with Bank experts.

3. Questionnaire: a questionnaire to gather data needed for credible scientific research that describes each separately listed below:

1. Collaborative Inventory Management:

2. Motivation questionnaire:

3 - Job satisfaction:

4-scale business efficiency:

Analysis Information:

In this study, using data collected descriptive and inferential statistics were examined

The descriptive statistics and indicators mean and standard deviation for the analysis of data obtained in inferential statistics for hypothesis Pearson correlation test methods and simple linear regression in SPSS software is used.

RESULTS

Table 1: mixed gender group of participants

Cumulative percentage	Percent	Number	sexuality
20	20	30	Female
100	80	120	Man
	100	150	General

Table 2: Mean standard deviation and range of research variables:

Maximum	standard deviation	mean	Variable
20-75	12/83	38/22	Participatory Management
28-60	5/83	76/47	Motivation
21-56	6/04	42/10	job satisfaction
33-116	21/42	66/70	Efficiency

First hypothesis: the participative management and employee motivation in the bank there.

Table 3: frequency, mean, standard deviation and the correlation between corporate management and motivation:

Significance level	observed r	Degree of freedom	Standard deviation	PRIMEDIA	Abundance	Statistical Indicators Variables
0/003	0/243	148	12/83	38/22	150	Participatory Management
			5/83	76/47	150	Motivation

The second hypothesis: the participative management and job satisfaction in the bank there.

Table 4: frequency, mean, standard deviation and the correlation between corporate management and job satisfaction:

Significance level	observed r	Degree of freedom	Standard deviation	Average	Abundance	Statistical Indicators Variables
0/023	0/187	148	12/83	38/22	150	Participatory Management
			6/04	42/10	150	job satisfaction

The third hypothesis: the participative management and productivity of employees in the bank there.

The third hypothesis: the participative management and productivity of employees in the bank there.

Table 5: frequency, mean, standard deviation and the correlation between corporate management and business efficiency:

Significance level	observed r	Degree of freedom	Standard deviation	Average	Abundance	Statistical Indicators Variables
0/000	0/673	148	12/83	38/22	150	Participatory Management
			21/42	66/70	150	Job productivity

The fourth hypothesis: Participatory management cannot predict the bank staff motivation.

Table 6: simple linear regression participative management on motivation:

R ²	R	Sig.	B	Beta	Variable
0/05	0/24	0/003	0/10	0/243	Participative management (total score)

Fifth hypothesis: participatory management, job satisfaction bank predicts.

The following simple linear regression variable participatory management, job satisfaction variable to assess the predictive power of participatory management, job satisfaction offered.

Table 7: simple linear regression participatory management, job satisfaction:

R ²	R	Sig.	B	Beta	Variable
0/03	0/18	0/023	0/08	0/18	Participative management (total score)

Sixth hypothesis: participative management, productivity, job bank predicts.

Table 8: Regression participative management efficiency on the job:

R ²	R	Sig.	B	Beta	Variable
0/45	0/67	0/000	1/12	0/67	Participative management (total score)

CONCLUSION:

One of the important issues in human resource management in organizations, needs business people and motivate them to enhance the quality of work and job satisfaction. Based on these factors the importance of managers in human resources as an asset with value are. . Since labor productivity is not always predictable on the basis of economic calculation agent several other people involved in this field, which arose from the superior needs in social, respect and self-discovery is. As a result, if we want an effective and efficient utilization of human resources organizations Work is at an optimum level, you should use the findings and principles of psychology in the workplace. In explaining the findings of such research can be said that employees with high motivation and job satisfaction are more likely to improve job performance and increase productivity. Therefore, according to the research findings, collaborative management can be a pleasant working environment to create and motivation and affect job satisfaction of employees and organizations; because it makes high-yield

corporate management, strategic understanding and motivation and job satisfaction increase Results for seeking positive role it has also reduced staffing problems. In explaining the findings of such research can be said that people who have their emotions seduction of emotion regulation skills and self-control over are more and more social interaction and communication skills with a successful career and job satisfaction are more significant. It seems that bank employees have a high level of motivation, awareness and social skills they can use this Factors to respond appropriately, understand the difference, teamwork, ability to dialogue, mediation and the ability to communicate There. The skills of their staff, friendly atmosphere with others are very fast and motivation and social consciousness to the concept of coping easily with others in the community, understand others, knowledge and value sharing the needs of others, enthusiasm for serving and being useful. As well as motivation and social consciousness, capable of empathy and interpersonal management, staff in identifying and

emotions, comments and ideas with their colleagues and clients will help to the people who need and unique abilities are appropriate. Also with regard to this matter and consider it one of the pillars of job satisfaction, Satisfaction of cooperation, it seems that bank employees with high social skills and the ability to self-motivation that by establishing good relations with colleagues, management and visitors can also interact effectively with others, satisfaction with coworkers and supervisors, as well as improve their overall satisfaction and job satisfaction. Self-motivation commitment and commitment to their work and a lack of discouragement and despair in the face of failures and optimism future. In this case, the difficulties staff, show significant resistance and nothing prevents their arrival not to be determining goals. Employees with high motivation, his optimism and positive role models to motivate others hold is. a high employee motivation can be against defects in work and organizational and other problems. resist. He could use the motivation factor, positive motivation in itself to cause a shortage problems These problems cannot fight and morale and job satisfaction decreased.

The findings of this study with the results of studies such as studies Sehat and Khallaghi (2012), Taheri (2008), Mooghali

(2002), Kurland and colleagues (2010), Hinon and Saryma (2009), Mavernyak (2005) Vera and Kerason (2004) as well. Participatory management features including self-confidence, optimism, conviction, have high expectations and build trust in subordinates in their ability to achieve the goals that will help them achieve organizational mission. These leaders have a strong effect on his followers. And clear vision in an engaging manner and form and how to achieve the vision expressed their employees. And ensure the achievement of the objectives of the transfer and staff subordinates can enable to achieve the vision, and in this way due to their high performance and thus productivity growth can be a job in the organization. Participative management, providing continuous feedback and the needs of their followers with mission organizations. The leaders motivational force for change and creative thinking and innovation and therefore provide increased efficiency. And members are encouraged to be compatible with multiple perspectives, new ideas and production efficiency to achieve. In other words, participatory management is able to inspire their subordinates to enhance their capability to successfully and through problem-solving skills, to develop their subordinates' performance. In general, the major driver of

changes in the company's corporate management through cultural mechanisms can these changes apply. For example, management can contribute to the reform of policies and procedures provide greater freedom of movement for workers or through the design and implementation of appropriate payment system, encourage efficiency in corporate behavior. As well as participatory management by encouraging new ways of thinking of creative thinking that lead to new ways to solve problems and learn from mistakes and according to the abilities, desires and special needs individuals, high standards for them considers the challenging targets set for them that the overall environment for the development and growth of the underlings excited and provides innovation.

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