

EXAMINE THE ROLE OF PARTICIPATORY MANAGEMENT OF THE MELLAT BANK BRANCHES IN THE ZANJAN

¹JAVAD MEHRABI, ²DAVOOD GHARAKHANI, ³MAHBOBEH ATTARAN

¹Department of public Management, Qazvin branch, Islamic Azad University (IAU), Qazvin, Iran

²Department of Industrial Management, Qazvin branch, Islamic Azad University (IAU), Qazvin, Iran

³MSc of Industrial engineering, Employee of Qazvin Education and training

Abstract - In this study, an attempt has been made to the determinants of corporate management and operation of the organization and the relationship between the variables examined. Participatory management components include: motivation, commitment and authority and component performance, job satisfaction, customer focus and innovation that are Forming questions and hypotheses. That is the Collection tools of questionnaire data. To determine the reliability of the questionnaire, the Cronbach's alpha coefficient for the questionnaire used in the management of equity participation of 89% and 91% respectively for the Questionnaire. The research staffs Mellat bank branch managers are people of Zanjan. The population numbers 160 and 115 are examples of statistical. The statistical techniques used in this analysis are the Spearman correlation coefficient. The results of this study, the hypotheses to be fully confirmed and show that Components of employee motivation, organizational commitment and entrusting a high positive correlation with the performance of the organization as well as a high positive correlation with the performance management component involved.

Keywords – Participatory Management, Corporate Management, Motivation, Commitment.

I. INTRODUCTION

Social life without organizations that constitute the pillars of modern society is meaningless. Management as a rudder to guide the growth, development or destruction organizations. This applies to the organizations that we live in the mordealing with them is true. In the changing environment within the organization and outside organizations chaotically changing environment, management style is classic work does not come to Sraft. Managers to Sraft found that due to the vast and profound changes within and outside the organization (including changes in economic, social, cultural, political, strategic, etc.) and the restrictions on access to resources and competition hard to get closer to the market, to achieve the goals of the organization and its survival, not choice but to turn to new styles. A new approach to participatory management. Participative management philosophy, despite the success and survival of the organization and the staff knows. Participatory management, Human Resource is one of their chest sources of the power of thought, creativity, innovation, commitment and responsibility itself can stimulate the growth, development and excellence organization. On the other hand, when the organization's information, status and events are different, have different reactions to the rest of the show (Taheri, 2008).

II. PROBLEM STATEMENT

Participation is a process of inclusion and involvement of managers and employees of managers who raise and encourage participation, don't quit their work and don't leave everything to their staff and instead only by engaging actively with others to help them in their work for all to share. Participative

management is philosophy or style of management which recognize the needs and rights of employees to people individually or collectively engage in areas beyond the organization. This support group is usually Gadgets (Tosi, 1999). Now a days participatory management of modern methods of effective incentives in managed care organization in the public and private sectors. Participatory management is based on this logic that individuals decision making and decisions that affect their destiny participate in their works have more freedom and control over their work life with their actions. Undoubtedly, however, managers and employees in identifying and implementing new methods of administrative cooperation and have more sympathy on the we have serve Knowledge improve. Usually when a manager is faced with a major problem that must decide whether it is better to know as much about the individual decisions closer to the origin of the expression issue the better. This article focuses on two principles: the first, a number of issues, decisions should be left to those who are in the higher echelons. Second, a number assigned to those who are in the lower ranks.

III. LITERATURE REVIEW

Participation

Staff because of ideas, thoughts and creativity are considered valuable assets (Robbins, 2001). Persons with mental and emotional conflict situations group is called which motivates them to strive to achieve the goals of the group are the responsibility of business partners (Daft, 1998).

Participatory management

A process that aims to encourage staff members to the commitment and involvement in the organization's success (Rabynz, 2001).

Participation in decision-making

Participation, powerful lever to raise the capabilities of the human potential and can be a dependent being, human empowerment, independent, and responsible for providing (Tosi, 1999).

Delegation

Process through which managers have the right personnel decisions and take actions in a certain area are (Daft, 1998).

Job satisfaction

Positive or negative feelings toward a person's level of job satisfaction and job function of organizational commitment (individual interested in organizations) and job involvement (the willingness to hard work and diligently at work) is (Veron, 1982).

Motivation

Motivation is the force that will cause people to behave in a certain way(Mvrhd/Griffin, 1998).

Performance evaluation

Performance evaluation is a way for assessing progress toward goals, including information on the efficiency of conversion of the products and services offered and the level of customer satisfaction, achievement and effectiveness of their activities in line with targets (Iran Zadeh,2009).

Organizational commitment

Organizational commitment and psychological stability is the binding force that person to a series of activities aimed at the organization, the link (Thomas and Marcus, 2006).

Research hypothesis

There is a correlation between cooperative management and organizational performance.
 There is a relationship between organizational commitment and organizational performance.
 There is a relationship between the authority and functioning of the organization.
 Between employee motivation and performance are related.

IV. RESEARCH METHODOLOGY

The study of the method, consider the quality of the structures in terms of a quantitative model poses in terms of objective and practical. Because according to the breadth of participatory management is key of Mellat banks and government agencies and private that can use the results of this study provide guidelines for improving management practices. The present study is a survey-descriptive. The study is navigational because the researchers explore ideas, thoughts, perception and preferences of the subjects of the questionnaire and given that this study has tried to "AS IS" without interfering with subjective reports

and objective results of the inference would be descriptive research.

4.1. The Statistical Society

The population of people with a set of units that have at least one common feature, in each of the case study is a statistical population (Pearl, 2000). The population studied in this research and management staff of 14 people of Zanjan Mellat bank branch.

4.2. Sample size

Considering the nature of the project, tried as much as possible from all 14 branches of Mellat bank Zanjan included in the sample. The questionnaires were distributed across geographic areas and all Mellat bank branches to determine the sample size, the Cochran formula is applied. (Pearl, 2000)

$$n = \frac{Nt^2 s^2}{Nd^2 + t^2 s^2} = \frac{Nt^2 pq}{NJ^2 + t^2 pq}$$

$$n = \frac{157 (1/96)^2 \times 0/5 \times 0/5}{157 (0/05)^2 + (1/96)^2 0/5 \times 0/5} \cong 112$$

Due to the size of the total population included 157 projects, the minimum sample size of 112 patients would be acceptable to the required accuracy of the results. Reasonable and proportionate in order to respect the choice of branches (14 branches of Zanjan) and consider the error did not return the questionnaires, 125 patients were chosen.

V. ANALYSIS OF DATA

To investigate the role of participatory management of the Mellat bank's branches in Zanjan of Spearman test was used. Spearman correlation test makes it possible to consider the significance level 5/0% = a meaningful it can be examined.

Spearman's correlation coefficient was calculated to determine the role of participatory management of the Mellat bank's branches in Zanjan

"Commitment" to "the Mellat bank" as one of the factors that influence corporate management.

Assume the opposite: organizational commitment to participatory management of the Mellat bank as one of the components affected.

Assumption agreement: commitment to the Mellat bank as one of the components does not affect participatory management.

To ensure the existence of such a relationship, we calculated Spearman correlation coefficients in the table below.

Correlations				
		ff1	ff2	
Spearman's rho	ff1	Correlation Coefficient	1.000	.486**
		Sig. (2-tailed)	.	.000
		N	115	115
	ff2	Correlation Coefficient	.486**	1.000
		Sig. (2-tailed)	.000	.
		N	115	115

** . Correlation is significant at the 0.01 level (2-tailed).

Spearman correlation coefficients in Table P-Value is equal to 0,000, the amount is much less than 05/0 Thus, we can conclude that the null hypothesis regarding lack of relationship between organizational commitment at national Zanjan Mellat bank branches will be rejected. Then, with 0.95% of the population can safely say from the perspective of organizational commitment in Mellat bank Branches Branch is one of the components of collaborative management with the staff there. The correlation coefficient was calculated to be 0.486 and this relationship is relatively strong.

If one of the components of organizational commitment to participative management weakened, the Mellat bank of tangible change in the nation. "Delegation" over "the Mellat bank" as one of the factors that influence corporate management.

Assume the opposite: Delegation of the Mellat bank as one of the components of the impact of participatory management. Suppose agree: Delegation of the Mellat bank as one of the components does not affect participatory management.

To ensure the existence of such a relationship, we calculated Spearman correlation coefficients in the table below.

Correlations

			ff2	ff3
Spearman's rho	ff2	Correlation Coefficient	1.000	.557**
		Sig. (2-tailed)	.	.000
		N	115	115
	ff3	Correlation Coefficient	.557**	1.000
		Sig. (2-tailed)	.000	.
		N	115	115

** . Correlation is significant at the 0.01 level (2-tailed).

Spearman correlation coefficients in Table P-Value is equal to 0,000, the amount is much less than 05/0 Thus, we can conclude that the null hypothesis that there is no relationship between the delegation of city employees in Mellat bank branches nation rejected. Then, with 0.95% of the population can safely say from the perspective Delegation the Mellat bank Zanjan of collaborative management is a component of the performance there. The correlation coefficient is calculated as 0.557 times .0 and the relationship is relatively strong.

If the Delegation is undermined as a component of corporate management, the Mellat bank's branches to the perceptible changed.

"employee motivation" over "the Mellat bank" as one of the factors that influence corporate management.

Assume the opposite: Motivating Employees of the Mellat bank as one of the factors that influence corporate management.

Suppose agree: Motivating Employees of the Mellat bank as one of the components does not affect the management partnership.

To ensure the existence of such a relationship, we calculated Spearman correlation coefficients in the table below.

Correlations

			ff4	ff2
Spearman's rho	ff4	Correlation Coefficient	1.000	.409**
		Sig. (2-tailed)	.	.000
		N	115	115
	ff2	Correlation Coefficient	.409**	1.000
		Sig. (2-tailed)	.000	.
		N	115	115

** . Correlation is significant at the 0.01 level (2-tailed).

Spearman correlation coefficients in Table P-Value is equal to 0,000, the amount is much less than 05/0 Thus, we can conclude that the null hypothesis that there is no relationship between the delegation of city employees in Mellat bank branches nation rejected. Then, with 0.95% of the population can safely say from the perspective of employee motivation at Mellat bank Zanjan of collaborative management is a component of the performance there. The correlation coefficient was calculated to be 0.409 and this relationship is relatively strong.

If the motivation of employees as a component of participatory management weakened, the Mellat bank of perceptible changed in the nation.

The second group of hypotheses related to the components of the Mellat bank and its effect on cooperative management, employee performance components include: customer satisfaction, job satisfaction, and innovation.

"customer" as one of the components of the Mellat bank's influence on participatory management.

Assume the opposite: "customer-oriented" as a component of the Mellat bank's influence on participatory management.

Presumption in favor of "customer-oriented" as a component of participatory management does not affect the performance of the Mellat bank.

To ensure the existence of such a relationship, we calculated Spearman correlation coefficients in the table below.

Correlations

			ff5	ff6
Spearman's rho	ff5	Correlation Coefficient	1.000	.534**
		Sig. (2-tailed)	.	.000
		N	115	115
	ff6	Correlation Coefficient	.534**	1.000
		Sig. (2-tailed)	.000	.
		N	115	115

** . Correlation is significant at the 0.01 level (2-tailed).

Spearman correlation coefficients in Table P-Value is equal to 0,000, the amount is much less than

05/0Thus, we can conclude that the null hypothesis that there is no relationship between the delegation of city employees in Mellat bank branches nation rejected. then by 0.95 percentage can safely say from the perspective of the population evaluated between customers at Mellat bank branches in Zanjan which is one component of the Mellat bank to manage the partnership relationship.

The correlation coefficient was calculatedis 0.534 and this relationship is relatively strong.

If the customer orientation as a component of the Mellat bank's branches weakened, collaborative management of tangible change.

"Job satisfaction" as a component of the Mellat bank's influence on participatory management.

Assume the opposite: "job satisfaction" as a component of the Mellat bank's influence on participatory management.

Presumption in favor of "job satisfaction" as a component of participatory management does not affect the performance of Mellat bank branches.

To ensure the existence of such a relationship, we calculated Spearman correlation coefficients in the table below.

Correlations

			ff8	ff6
Spearman's rho	ff8	Correlation Coefficient	1.000	.436**
		Sig. (2-tailed)	.	.000
		N	115	115
	ff6	Correlation Coefficient	.436**	1.000
		Sig. (2-tailed)	.000	.
		N	115	115

** : Correlation is significant at the 0.01 level (2-tailed).

Spearman correlation coefficients in Table P-Value is equal to 0,000, the amount is much less than 05/0Thus, we can conclude that the null hypothesis that there is no relationship between the delegation of city employees in Mellat bank branches nation rejected. then by 0.95 percentage can safely say from the perspectiveof the population evaluated between customers at Mellat bank branches in Zanjan which is one component of the Mellat bank to manage the partnership relationship.

The correlation coefficient was calculatedis0.436 and this relationship is relatively strong.

If job satisfaction as one of the components of the Mellat bank's branches weakened, collaborative management of tangible change.

"innovation" as a component of employee performance impact on corporate management.

Assume the opposite: "innovation" as a component of employee performance impact on corporate management.

Presumption in favor of "innovation" as a component of the management of the partnership does not affect performance.

To ensure the existence of such a relationship, we calculated Spearman correlation coefficients in the table below.

Correlations

			ff7	ff6
Spearman's rho	ff7	Correlation Coefficient	1.000	.340**
		Sig. (2-tailed)	.	.000
		N	115	115
	ff6	Correlation Coefficient	.340**	1.000
		Sig. (2-tailed)	.000	.
		N	115	115

** : Correlation is significant at the 0.01 level (2-tailed).

Spearman correlation coefficients in Table P-Value is equal to 0,000, the amount is much less than 05/0Thus, we can conclude that the null hypothesis that there is no relationship between the delegation of city employees in Mellat bank branches nation rejected. Then by 0.95 percentage can safely say from the perspective of the population evaluated there is a relationship between Mellat bank branches in Zanjan of innovation which is one component of employee performance with the management collaborative.

The correlation coefficient was calculatedis0.340 and this relationship is relatively strong. If innovation as one component of employee performance weakened, collaborative management of tangible change.

CONCLUSION

The results of this study, the hypotheses be fully confirmed and show that Components of employee motivation, organizational commitment and Delegation a high positive correlation with the performance of the organization as well as a high positive correlation with organizations performance management component involved. Assumptions made in the study after review and approval Spearman test. By using Spearman correlation coefficients were significant at the 95% rate observed correlation between the variables mentioned in the formation of collaborative management, only 000 are estimated to be 0.000. And the success rate of formation of collaborative management of top executives evaluated. And there is a strong relationship between corporate management and operation of Zanjan as the Mellat bank's branches. The results show a significant relationship between corporate management and performance of the Mellat bank's branches in Zanjan There is a significant correlation at 95%, and this relationship is strong and direct. Also results show a strong and direct correlation between Employee motivation and performance of the Mellat bank's branches in Zanjan. The results show a strong and direct relationship between organizational commitment and performance of the Mellat bank's branches in Zanjan. The results also show that if participative management weakened

job satisfactions a component of an organization's performance was much altered. If participative management, customer focus and innovation weakened as a component of an organization's performance was much changed.

REFERENCES

- [1] Iran Zadeh, Soleyman, performance assessment organizations, publishing Forouzesh, 2009.
- [2] Stephene Bay. Robbins, Organizational Behavior, translating by Dr Ali Parsayyan and Dr Mohammad Arabi, Tehran, Cultural Research Bureau, 2001.
- [3] Pearl, R. slaughtered, special investigation techniques, publishing Ateyeh, Tehran, 2000.
- [4] Taheri, Shahn timer, productivity and analysis of organizations (productivity inclusive), publishing hastan, 2008.
- [5] Tosi, Muhammad Ali, management and employee involvement, Public Administration Training Centre, 1999.
- [6] Morher, Griffin, organizational behavior, translating by Dr Ali Parsayyan and Dr Mohammad Arabi, Tehran, Cultural Research Bureau, 1998.
- [7] Thomas W.H.N.g ; Marcus M, Butts ; Robert J , Vandenberg , David M , Dejoy Mark G , Wilson, (2006)
- [8] Vroon , V.H.andgago , A.G.,the New Leadership : Managing Participation in organizations, Englewood Cliffs , New Hersey : Prentice Hall , 1982.

★ ★ ★