A study of Participative Management Method and Suggestion System explanation in it

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ABSTRACT

Participation[1] (*P.*) is a topic that's been existed since long back and it's been needed by man, to cooperate with each other in all affairs. In our country also, *P.* in Mgt. has been remarkably regarded, considering the advancement of Mgt. Science and Modern Mgt. matured in organizations (private and government institutes). An issue which has a special place in our religious affairs, that's been suggested a lot, to consult and contribute in Islamic issues. Today, *P.* in various affairs is an area under discussion which has been regarded a lot by managerial authorities, and is being looked as a way to compensate defections and inaudibility of classical structures with low efficiency and flexibility. *P.* in Mgt. implies that, all people of organization even those who don't have any role in decision making, can be effective in future progression of organization. In this research, it's been tried to clarify PM method as a successful technique which is confirmed by top management authorities around the world, as a means, having notable effects in success of organizations and signifying it as a proper way to be performed in organizations. So, we delve into participative management, goals, methods, PM affaires and participative aspects in Islam. Thus, SS has been studied from different aspect to achieve the best apparatus of personnel P in organizations. Consequently, we have introduced and clarified the SS, performing fields, performing goals, SS Structure, its defrayal challenges and approaches to overcome all these challenges in Iran.

1. INTRODUCTION

Today, organizations face with some problems in applying employee's potential ability due to scarce of skill to do so, and has caused organizational productivity reduction in addition with competition weakness in national and international Scenes. Consequently, in such unstable situation, which directs organization into modern managerial methods, using PM as the most common way to remove problems and reform administrative system leads the development of employees' individual capability and creates self-confidence mood, responsibility and undertaking in them. PM is creating an atmosphere and system by Mgt. which all staffs, costumers and other beneficiaries of an organization participate in decision making and problem solving process with participative management in order to participate in progress and development. Over ally, participation causes higher output and better quality and productive rate is remarkably increased. Participative management is a managerial process which is performable on different systems and one of these powerful systems of this process is system of suggestions. One of important

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[1] Taking part in something

development and growth factors is paying attention to thoughts and ideas of human force and its proper using and using human thought is of the best ways of performing system of suggestion. Undoubtedly, correct performing this system in organizations of this country can be solving key of problems in different organizations and industries. In this research we are going to study system of suggestions with reliance on theoretical and functional concepts of participative management and also with using vast achieved researches in this field and we want to clarify how system of suggestions can be a performing device in participative management and cause the increase efficiency and productivity of different organizations and industries.

2. METHOD OF STUDY

In present research, we refer to scientific resources; relevant books and articles to collect basic requirement information for doing this research after referring to theories and choosing a problem as the subject and then we try to collect required subjects for doing the research with referring to works and books of this subject authors in functional field who are familiar its real function.

3. PROBLEM EXPRESSING

Today, the necessity of using thoughts, the ideas of all people specially employees is clear for everybody to make progress of organizations well, so, different organizations either private or governmental try to equip different devices and methods to motivate the participation of staffs and authorities for controlling and directing the organization better. So, it is observed that tourism organization of Islamic Republic of Iran, in spite of public participation importance for attracting tourist which can be a source of remarkable revolution in different places, doesn't have a proper and cleared system for collecting people's ideas and thoughts. Thus, in this research, it is being tried to do something in our country with introducing the system of suggestions as an instrument for solving this problem to progress tourism industry.

4. THE DEFINITION OF PARTICIPATIVE MANAGEMENT

The participation has been regarded since the creation on human an organizational groups. In the middle of 20th century, which can be coincided with ultra-industrial revolution, a new method of management was formed which managers in this school used not only hands of employs, but also did their hearts. In this method, the manger must acquire all staffs participation and make conditions in which all staffs participate according to their abilities. So, participation can be staffs engaging in tactical and strategically decision of organization which occurs formally and informally in specific range and level (Rahanavard, 2006).
Generally, increasing staffs engagement in work different decision which classically relates to management different aspects is called participative management that the fundamental philosophy of such method is basic for controlling quality and widespread concept for innovation in work environment (Mohebi, 2001). With regarding to this subject that today the tendency toward staffs' participation in all levels of organization is increasing, the goal of participative management is to make sure that authentic staffs take part in effective decision making. Giving authority is a device for achieving participative management and it is a compatibility in which responsibility is given to groups with responsible people (Tussi, 2008).
In another definition, participative management of organization human resources is one of the richest resources which can cause growth, development and glory of organization with thought force, creativity, innovation, undertaking and self responsibility; in the other words, when a person faces with different situation and happenings reacts differently with others.

5. PARTICIPATION IN ISLAM

It has been recommended too much in Islam religion about consultation subject, blessed signs: "I recommend you to consult with them in affair". And "I recommend them to do their affairs with consultation". Emphasize on this vital principle, and the honorable verses clarify the range of

participation. "And help each other in doing proper deeds and don't help each other in committing sins and curtly". It has been narrated from Mohammad (peace be upon him) the God prophet "If everybody consults, she/he will not be regretful". It has also been narrated from Imam Ali (peace be upon him) that a person who is obstinate will die, and everybody who consults with others will share himself or herself in their wisdom. With exploiting Quran verses and traditions which have come about consultation, it can be concluded that consultation must have special place in our lives in order to benefit from its process and participative management is also a sample from of consultation which has been mentioned in Islam.

6. THE GOALS AND PERSPECTIVE MANAGEMENT FUNCTIONS

Each program of plan has goals. Perspective management as a regular program has also goals and functions:

1- "Facilitate listening to other voices". The structure of most organizations is in a form that people have physical presence but it is not used from their thoughts and ideas. Perspective management changes the structures of organizations in form that not only thoughts and voices of all people in the society are heard well, but also is it used as a guide for effective goal is used.

2- "It provides possession feeling". If a person plays a role in creating something, he or she will feel possession to it support and protect and he will also try to keep and survive it.

3- "It destroys isolation". Human is a social creature, his or her prosperity and growth require participation with other, if he/ she is isolated from society organizations and industries will be deprived from him, or her.

4- "It enables disability". Participation pulls human in to group activities and provides necessary condition for applying talents and growing them.

5- "It breaks the culture of silence". Participation of human is social activities necessarily makes him to create and connect and interchange, thoughts, ideas and expressing their demands and generally, it breaks the culture of silence and it changes the disability of humans to people who are active and creative (Tussi, 2008).

6- "It provides group thinking". The accepted subject matter in all sciences is that result of group effort and thought has always more outputs and efficiency than individual thought and effort.

7. DIFFERENT METHODS OF STAFFS PARTICIPATION

Quality control circles (Q.C.C), Autonomous work groups (A.W.G), Total quality management (T.Q.M), Co-ownership, management by ownership (M.B.O), Industrial democracy, middle management councils. Co-determination, sale sharing , training partnership, research sharing and suggestion system are different forms of staffs participation in organization affairs, it is added to this diversity daily, as in new organizations, people in different groups affect on each other and increase their territory and their leaders.

With regarding to widespread kinds of staffs participation, here it has been tried to study suggestion system, because achieving to goals of organization accompanied with productivity, growth and staffs prosperity are explicit characteristics of suggestion system. Suggestion system as a forming field of elite growing culture and the most effective method in solving organization problems (Taslimi, 2008).
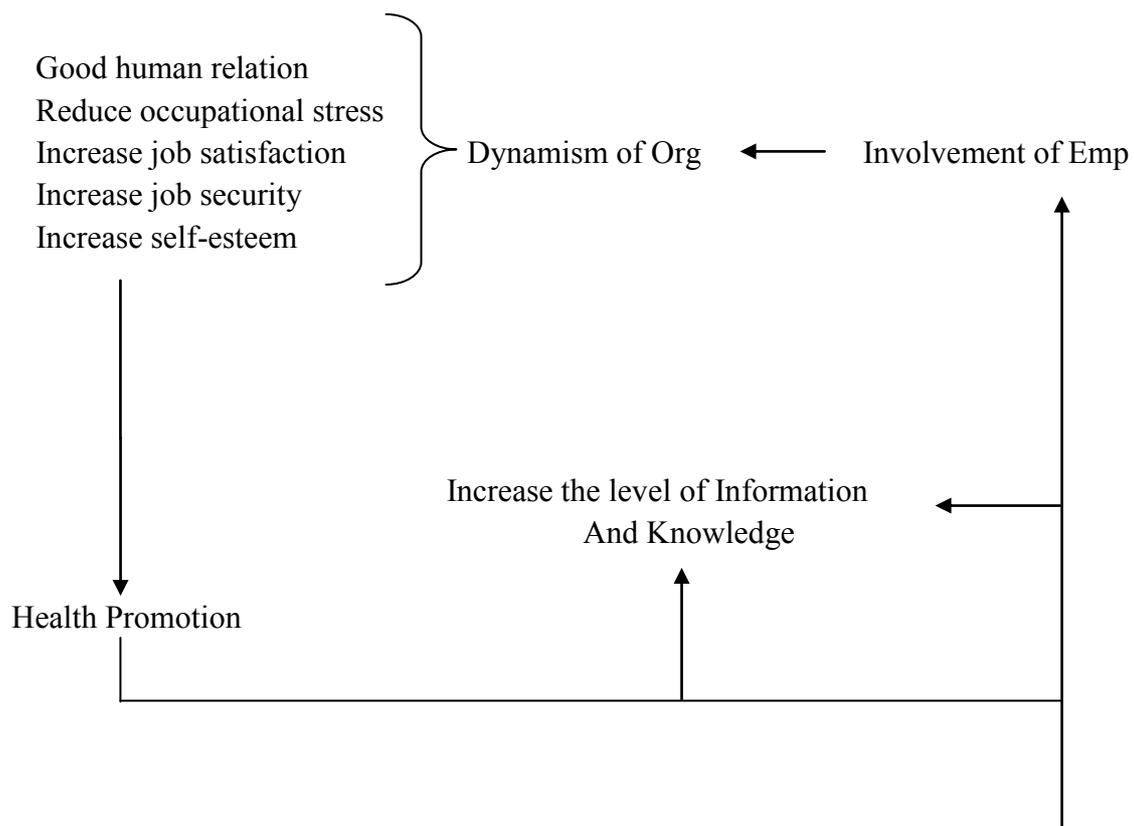
Definition of suggestion system

One of the important factors in growth and development of countries is paying attention to thought, and ideas of human force and its proper using and one of the best using ways of human thought is performing suggestion system (Alizadeh and Ojaghi, 2013).

The most known achieving device to participation is suggestion system with planning thoughts mobilization which has been one of effective factors in changing work condition and creating proper situation for staffs participation that is the source of creating fundamental reforms in organizations and administrations of the county and it causes to create dynamic and process improvement and product quality or doing services (Salajagh & Honaramooz, 2010).

Suggestion system is one of the effective interesting methods of staff's participation in organization for creating internal changes in staffs notion toward organization and its goals. The notion of all members encourages the organization and its goals. The silence in to active and effective manner; This system with serious reliance to this fact that if organization staffs want, they can have a very useful and instructive role in growth and prosperity of organization and culture progress and staffs rand with using effective thought power, their creativity and innovation which are the results of their natural intelligence, aptitude that of course gift factor is very effective in correct answer and it is emphasized.

The aim of suggest system performance is stability and growth of reasoning power and innovation and finally is the growth of work, this participation also causes learning and consequently, increasing the knowledge level, staffs awareness and information lead to achieve goals of organization (Graph1).

Good human relation
Reduce occupational stress
Increase job satisfaction   Dynamism of Org ←—— Involvement of Emp
Increase job security
Increase self-esteem

Increase the level of Information
And Knowledge

Health Promotion

Graph 1: Result of the increased level of information and knowledge.

Suggestion system of staffs includes participation compiled system for activate people's mind in order to perform its ideas and theories because participative management system is one of the performing methods and it increases the motivation and responsibility feeling and organization belonging in staffs (Ramezanian and Esmaeel poor, 2000).

Performing fields of suggestion system

Trying in organizations is a necessary subject for performing suggestion system. So, its performing fields should be provided in organization. The fundamental factors which have influential role in forming and continuing suggestions are:

1- Requirement feeling;
2- Necessity feeling;
3- Suggestion subject;
4- Organization atmosphere;
5- Suggestion effect;
6- Suggestion reflex reaction (Ramezanian and Esmaeel poor, 2000).

But before forming foundemental factors, a proper field should be provided for them so that we can benefit from this system and its advantages.

The goals of performing suggestion system are mentioned below:

1- Health increase, flexibility and effectiveness against organizational inside and outside beneficiary demands;
2- Showing creations and putting in practice internal aptitudes of staffs;
3- Improving processes through giving suggestion;
4- Improving work environment conditions;
5- Increasing clients satisfaction;
6- Increasing organization belong feeling;
7- Awaring organization high management from staffs' abilities and its proper using
8- Improving tourist system information and informing;
9- Reinforcing organizational undertake (Ramezani, 2005);

We can receive suggestion, ideas and innovations of staffs in all levels on special forms with helping this system and study them according to regulation substances in which one of two conclusions acquired.

A) Accepting suggestion, performing it and giving reward to offeror,
B) Refusing suggestion and delivering acceptable reasons to offeror (Moshabaki, 1998).

Secretariat samples of suggestion system structure:

Suggestion system can follow different structures (Rahnavard, 2006).

But its secretariat sample is more famous than others. In this sample the offeror gives his or her ideas to secretariat council. The secretary of council has to propose received suggestions without saying the name council meeting. The council analysis the suggestions and rejects or accepts it through evaluation experts group and if it is verified the necessary strategies will be provided for performing it (Graph 2).
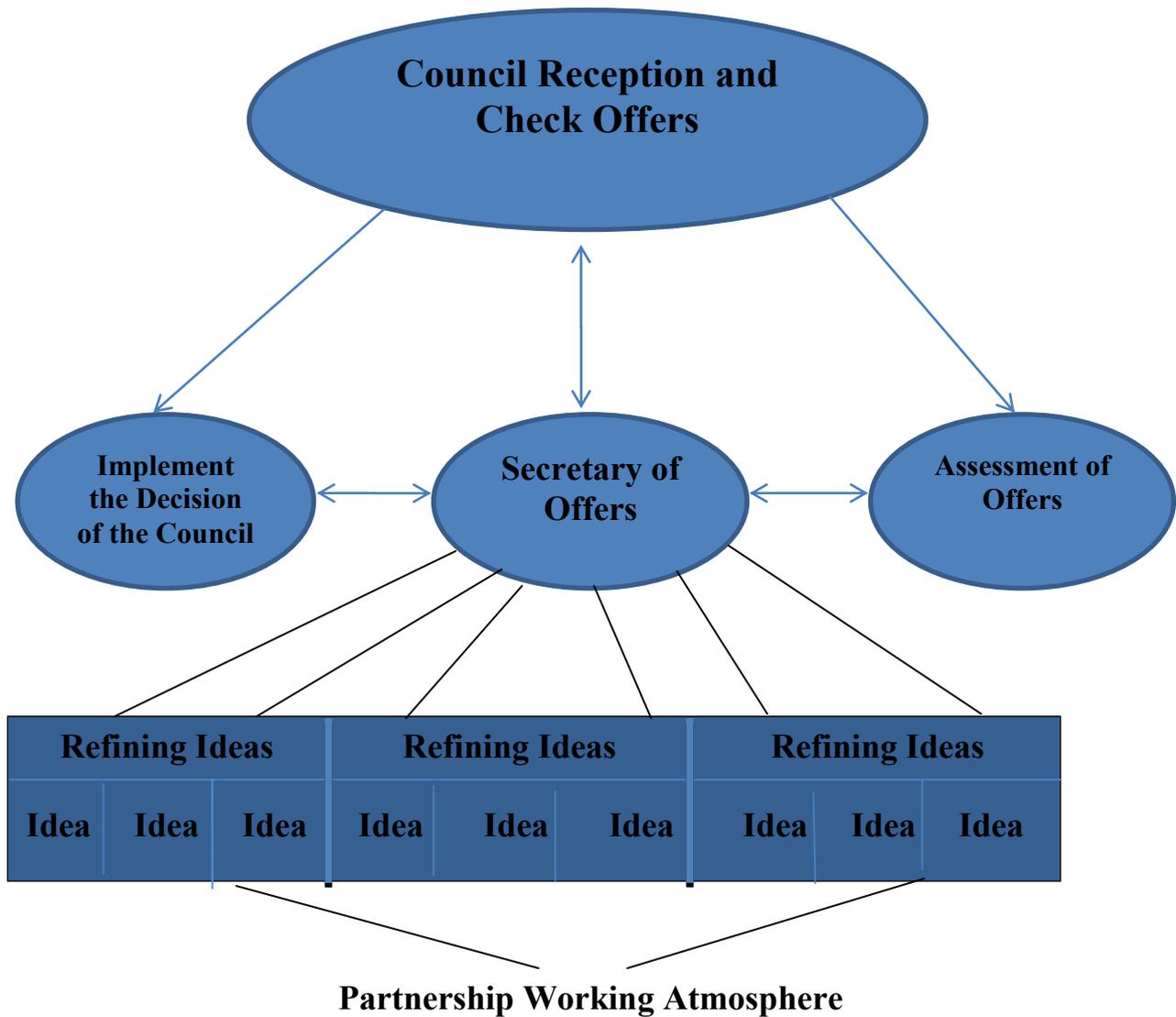
Graph2: Structure Offers

Undoubtable, using world modern technology play and influential role in creating proper condition for collecting ideas and people public suggestions or analyzing these suggestions and performing originate functional ideas which have been agreed by experts and it is also effective in developing organization and industry level in the country.

Suggestion system and increase of productivity:

Performing suggestion system provides improvement background of all organization affairs and finally provides improvement of productivity. This improvement is observed more in industrial fields in the county. A good example of improvement productivity has been seen explicitly in electric meter factory in Iran since 1989 to 1998. 1246 suggestions were rectified and 1196 suggestions were performed among all these suggestions.

The result and conclusions are

✓   Economic saving has been got about 3.5 mild tomans with the expense of 70 million tomans (more than 50 times of investment);

✓   Production time has been reduce from 60 minutes for each person to 37 minutes;

✓   The production has been increased from 550 thousand phases to 1 million phases in year;

✓   Currency of each electric meter has been reduced from 12 dollars to 1.9 dollars;

✓   Staff number has been reduced from 1420 persons to 970 persons;

✓   Although the production is doubled 48 machines are put aside;

You may not believe that mangemental system can have such effects but it is a fact. "About 90% of these achievements have been because of performing suggestion system based on the statement of previous director" (Sheikhmohamadi & Zavarei, 2005).

Participation system has been changed into the center of management and you see a few people who relate with secretariat of this system. Participation system is no longer a manage mental method but it is a part of structural and organizational culture of electric meter factory an d it has been extended from the depth of companies to the heart of families (Araghi, 2000). At the moment, the number of private and governmental organizations are also added which increase their productivity with performing suggestion system.

The settlement of total challenges of suggestion system in Iran:

In Iran the settlement of this system faces challenges in some organizations and specially, remarkable results have not been gotten in governmental organizations which have been achieved based on some researches, the examples o effectiveness challenge of suggestion system are:

A)   Manager's unreal notions about suggestion system (managemental factors) include:

✓   Extra manager's affinities to the present condition and the lack of motivation to create change in work;

✓   The fear of power reduction and manifest of managemental weaknesses;

✓   Unfamiliar with resulted advantages of suggestion system;

✓   Weakness in creating suitable effective relationship with staffs;

✓   Exclusive demanding in decision making;

B)   Related factors with staffs (personnel factors) include:

✓   Lack maturity and preparation of staffs intellectual and mental;

✓   Lack required personal skill and specialty;

✓   Low belonging , responsibility and dependence feeling to organization;

✓   Lack professional immunity;

✓   Lack performing guarantee feeling for suggestion;

C)   Budget limitations include:

✓   High expense settlement, performance and continuance of suggestion system for organizations.

✓   Lack regulation for giving reward to staffs;

D)   Staff low trust rate to mangers and to each other because:

✓   Low participation and group work culture;

✓   Lack criticism motivation (Sohrabi, 2006).

Strategies for overcome on future challenges of suggestion system for overcoming on future challenges and obstacles of suggestion system some strategies have been presented which can be divided into three following parts with reviewing related theoretical biases:

A) Short- term strategies: encourage, participative managers and staffs, making justify meetings, performing educational courses, encourage group work, appreciate higher suggestions, reinforce informing, fast paying rewards, verbal negotiation of secretary with staffs.

B) Mid- term strategies: group work reinforcement, delete single center mangers, support reinforcement of supreme management of company from group work, holding group annual festivals, regulation reform, cridite and financial resource development, committee meeting quality improvement of suggestion system, holding storm intellectual meetings, staffs work shift, accelerate evaluation and study process and choose suggestion, holding powerful expert committee, making official atmosphere, tools and information for offered, secretary proper interchange and secretariat suggestion system with offers.

C) Long- term strategies: participation presence in strategy, organization strategy and commission, cultural planning, exploiting from consultants and specialists, creating formal organization for suggestion system. Correct regulation rectification.

Well-preparing management method, preparing comprehensive program for evaluating development system and suggestion system to contractors, clients and staffs families, paying attention to human development mechanism, reduction of staffs and mangers distance, creation of belong feeling of organizational staffs and their job satisfaction (Razavi & Saeedi, 2005).

8. CONCLUSION

Present environment leads organizations toward management modern methods and tendency toward participative management is one of this items. Suggestion system is also fundamental strong system of participative management system which must be applied in our offices in order to see basic reforms in our country office system. Today, organizations face with most important changes throughout history and staffs should be more effective with considering to this subject and exploit more from less resource. With paying attention to suggestion system settlement in country during several years ago, its results have not been satisfaction and its effects were in industry and private companies. With regarding to mentioned challenges some actions must be done for removing it and presented strategies, somehow, can be effective, for example we can do some actions with teaching staffs and informing them from suggestion system and giving reward whether it is minor. Most resources, which have not been served too much, are people thought force who is working in different parts and unit of organizations. Each manger of personal or governmental sections have to apply this program as their management program sample with regarding to advantages that participative management has in manage mental reform pyramid and emphasis government to apply suggestion system in offices and organizations and through fiving authority to staffs and giving chances to people for showing their abilities increase work motivation and self-confidence among them and in this way help more to improve country office system. We see the settlement of participative management in organizations and managers play their roles more in economic, social and cultural flourishment of the country and we hope to have a developed, prosperous Iran.

Suggestions

Tourism and hands of craft organization is one of basic organization in our county. We consider this organization as one the best organization in Iran because if we pay enough attention to it, it can be have countless cultural effects on global public thoughts, moreover, it economic field it can be a good income resource as well as petroleum company of Islamic Republic and finance organization. So, different kinds of tourism like, religious, recreational, medical and … are main roles of income for both nations and governments of countries. Fortunately, Iran is also very rich based on different tourism-attractions and it has this capability to be the tourism-destination of million people all around the world. In this research, it has been tried to study one of main challenges of hands craft and tourism organization, and a functional and effective suggestion that performed in many private and governmental organizations and leads to acquire many good results. So, it is suggested hands craft and tourism organization to provide required conditions for performing suggestion system as effective and functional instrument for attracting all people's ideas and suggestions especially knowledgeable people in this field in order to collect virgin ideas from this system and also engage many people in different places to develop tourism industry.

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