

Relationship of Organizational Participation with Organizational Maturity and Development of Human Resources Productivity in the Red Crescent Society of Kerman Province, Iran

Kimia Ghasemi¹, Habibollah Salarzahi²

Date of submission: 16 Oct. 2021

Date of acceptance: 11 Jan. 2022

Original Article

Abstract

INTRODUCTION: Human resource development is defined as the production of thoughts and ideas by the employees of the organization. In this regard, employees should be equipped with qualifications and skills that with compassion allocate their ability, energy, expertise, and thought to fulfill the missions of the organization and create new intellectual and quality values. This study aimed to identify the relationship of organizational participation with organizational maturity and the development of human resources in the Red Crescent Society of Kerman Province, Iran.

METHODS: This descriptive-correlational study was conducted on all employees (n=297) of the Red Crescent Society of Kerman Province, 2020. The sample size was determined according to the Morgan table, and 169 individuals were selected using the stratified random sampling method. To collect the required data, three questionnaires were used, including the standard Organizational Participation Questionnaire (Fayol, 1985), Organizational Maturity Questionnaire (Aghamolai, 2013), and human resource productivity development (Harsi et al., 1980). Data were analyzed using SPSS software (version 23).

FINDINGS: According to the findings, there was a direct and significant relationship between organizational participation and its components and the development of human resource productivity. It was also revealed that participation in planning and participation in organizing were the best predictors of human resource productivity development. Furthermore, organizational participation and its components had a direct and significant relationship with the organizational maturity of the Red Crescent Society, and participation in planning was the best predictor of organizational maturity.

CONCLUSION: The results showed that there was a direct and significant relationship between the three variables of organizational participation, organizational maturity, and development of human resource productivity in the Red Crescent Society of Kerman Province.

Keywords: Human Resources; Organizational Maturity; Organizational Participation; Productivity Development.

How to cite this article: Ghasemi K, Salarzahi H. Relationship of Organizational Participation with Organizational Maturity and Development of Human Resources Productivity in the Red Crescent Society of Kerman Province, Iran. *Sci J Rescue Relief* 2022; 14(2): 117-25.

Introduction

Manpower is considered a vital and strategic factor in any organization. Given that the majority and perhaps all of the resources available in government organizations are human resources, it is important to pay attention to culture, values, and norms to strengthen employee participation to improve the scientific, professional, material,

and spiritual levels of employees of government organizations (1). Today, productivity is one of the most important and fundamental factors affecting the progress, success, and promotion of governmental and non-governmental organizations and institutions; however, low efficiency in industrial centers has shown that this factor is not a priority in organizational

1- PhD student, Faculty of Management and Economics, University of Sistan and Baluchestan, Iran

2- Associate Professor, Faculty of Management and Economics, University of Sistan and Baluchestan, Iran

Correspondence to: Kimia Ghasemi, Email: ghasemikimia12@gmail.com

programs (2).

Given the above, nowadays human resource management is faced with the problem of how to achieve greater productivity while using less labor. In other words, the most important question in human resource management is how to increase the productivity of human resources. In response to this question, numerous researchers have taken various standpoints; nevertheless, what is common is to group the factors affecting the productivity of human resources into two categories of intra-organizational (including the components of the individual, technology, values, information, organizational systems, and organizational participation) and extra-organizational (involving the components of cultural, economic, and social factors) (3).

On the other hand, current organizations are operating in a changing and dynamic environment and are increasingly undergoing changes every day. The forces that invade organizations and inevitably force them to change can be summed up in four areas, namely technological change, knowledge explosion, production and service age, and social change (4). In addition to the changes that the individual is facing in his organizational position, the organization as a whole is involved in continuous and countless changes. Organizational transformation, sometimes referred to as "organizational maturity", does not pay attention to the transformation of individual behavior, rather considers the organization a whole as an intertwined system or set.

An organizational maturity plan is a long-term, planned, and sustainable effort based on a global strategy that seeks to implement a transformation plan by logically and systematically identifying difficulties and mobilizing all available forces and resources (5). Numerous organizations use organizational maturity to increase the efficiency, productivity, and health of their organization (6); however, the essence of organizational development in terms of philosophical foundations has still remained a kind of mystery to most managers, even the managers who use the improvement and growth of the organization (7).

An important factor in the success of organizations is their growth and development. If an organization lacks growth, it will soon be out

of competition and may be isolated since with the advent of information technology and other advances, change is the prominent feature of today's society, forcing organizations to change inevitably, and if organizations are not growing, they are considered worn-out and old-fashioned organizations (8).

The idea of organizational participation has historically evolved with the emergence of industrial capitalist societies in the early days of the Industrial Revolution when workers sought to control the work process (9) and democratize workplace management. The history of participation in human social life goes back to ancient times, and participation is a key component in new development approaches in various, multiple, and at the same time, dynamic and evolving dimensions and is examined and explored as a deep and multifaceted process in the final and instrumental forms of the procedure (10).

Lack of employee participation in organizational affairs weakens the spirit of cooperation in the organization, and when employees are not actively involved in the organization, the management of the organization may face various problems (11), which can create problems in decision-making, planning, and organizing affairs by the manager. Moreover, without the constant participation of employees in different parts of the organization, it is not possible to expect good performance from them because the active presence of employees in various areas of the organization strengthens their motivation and morale, and if these employees consider themselves independent of the organization and the affairs of different departments and their presence and participation is not felt, their organizational performance will decrease (12).

One of the most important goals in any organization is to improve its level of productivity and performance. Considering that human being plays a pivotal role in creating productivity, their demands have a key effect on the organization. It is the responsibility of the organization to accomplish the tasks of the organization, and the performance of these individuals is the performance of the organization; therefore, to achieve these goals, organizations are trying to design systems and strategies that increase business participation.

The literature review on human resource productivity, organizational maturity, and the factors affecting them reveal recommendations for employee involvement. Therefore, much effort must now be made to improve the quality of manpower since this measure is to the benefit of both the organization and the employees. Nonetheless, specialized training does not only include this measure but also includes improving the attitudes and adjusting the values of individuals. Among the most important attitudes are work participation and how to increase work participation, and consequently, employee productivity and organizational maturity.

According to official statistics and research results, the level of human resource productivity and organizational maturity of employees in such organizations as the Red Crescent in Iran is lower than the global average. In this respect, the examination of the reasons for the low level of these two important managerial and organizational structures is an issue that researchers have always sought to find an answer to and several factors have been mentioned in this regard. One of the variables that seems to have a decisive contribution to organizational maturity and the development of human resource productivity in the Red Crescent Society is the organizational participation of employees. However, knowing the impact of organizational participation on organizational maturity and development of human resource productivity in the Red Crescent Society requires field and scientific research; however, previous studies have not paid attention to the relationship between these three variables. Accordingly, this study aimed to answer the question of whether organizational participation had a relationship with organizational maturity and the development of human resource productivity in the Red Crescent Society.

Ahmadi (2017) in a study entitled "Designing a Model for Improving the Productivity of Human Resource with a Productivity Management Approach", have introduced that the various components of the human resource productivity model are expressed in terms of motivation, competition, creativity and innovation, leadership style, applied and general education, gender, experience in the current job, experience in different jobs, and manpower productivity score. In this study, a questionnaire was distributed to

measure the components of motivation, competition, creativity and innovation, leadership style, and education, through which information regarding gender, experience in the current job, and experience in other jobs were also gathered. Human resource productivity scores were obtained through the acquired scores of the result of various variables related to human resource productivity. These analyzes were performed from different aspects and included the examination of the difference between the current status of the components (i.e. employees' perception of these components) and the desired situation (i.e. employees' expectations of these components) (13).

Nadi and Moeini (2013) conducted a study based on a descriptive survey method, entitled "A Study of Presenting Strategies for Increasing Employee Participation in the Comprehensive Development of Isfahan Steel Company Quarterly". They concluded that the strategies to increase employee participation, including suggestion system, quality circles, self-directed teams, teamwork, work council, employee's ownership, industrial freedom, and collective bargaining, were above average. Among the proposed solutions, the highest and lowest average scores were related to employee's ownership and self-directed teams (4.13 and 3.73 respectively) (14).

Another study was carried out by Taghizadeh et al. (2009), entitled "Determining the Priority of the Principles of Growing Organizations in Education Using the Process of Hierarchical Analysis", in which they prioritized six basic principles of growing organizations in education in Khoy County, Iran. In this regard, while reviewing the existing theories and in-depth studying of the principles of maturing organizations, indicators to compare the principles of maturing organizations were prepared and compiled, and the principles of maturing organizations were prioritized using the developed indicators and hierarchical analysis tools.

Philbin and Mikush (2011) in a study investigating organizational development framework considered organizational maturity a process through which an organization developed its internal capacity to achieve its maximum effectiveness specified in the mission of the organization and maintain it in the long

run (15).

Methods

This descriptive-correlational study was conducted on all employees (n=297) of the Red Crescent Society of Kerman Province, Iran, in 2020. The sample size was determined according to the Morgan table, and 169 individuals were selected using a stratified random sampling method in proportion to the number of employees in each town. The required data were collected through three questionnaires.

Organizational Participation Questionnaire

This 22-item questionnaire, developed by Fayol (1985), was used to measure organizational participation. It consists of five subscales, including participation in planning, participation in organizing, participation in commanding, participation in coordinating, and participation in controlling. The replies are rated on a 5-point Likert scale from very high to very low. The validity and reliability of this questionnaire were calculated by Miami (2013) at 0.83 and 0.88, respectively. In this study, the reliability of this questionnaire was obtained at 0.87 by Cronbach's alpha coefficient method.

Organizational Maturity Questionnaire

The 27-item questionnaire, designed by Aghamolai (2013), was used to assess organizational maturity. This instrument measures organizational maturity in six dimensions, namely openness and transparency of the system, feedback from inside and outside, trust in each other, cultivation and empowerment, collaboration with others, and the lack of organizational structure. The responses are scored on a 5-point Likert scale from 5=strongly agree to 1=strongly disagree. Aghamolai (2013) confirmed the validity of this questionnaire as 0.82 and calculate its reliability at 0.89 using Cronbach's alpha coefficient method. In this study, the reliability of this questionnaire was estimated at 0.86 by Cronbach's alpha coefficient method.

Human Resource Productivity Development Questionnaire

The 32-item Achio Human Resource Productivity Development Questionnaire was

designed by Harsi et al. (1980) to assess organizational productivity development. This tool measures human resource productivity in seven dimensions, including work balance, clarity, or perception of the role, organizational support, inclination to motivation, feedback or evaluation, staff credibility, and environmental compatibility. The replies are rated on a 5-point Likert scale of 1=very low, 2=low, 3=to some extent, 4=high, and 5=very high. The reliability of this questionnaire was calculated by Cronbach's alpha coefficient method by Meshbaki (2005) at 0.83 and by Haghghatjoo (2006) at 0.89. In the current study, the reliability of this test was estimated at 0.94 using Cronbach's alpha coefficient method. Moreover, Alizadeh (2001) was reported the validity of this test by at 0.78, which was consistent with the validity of the Robbins productivity test and Konico productivity test obtained at 0.76, according to Asgari et al. (2008). In this study, the reliability of this questionnaire was calculated at 0.81 by Cronbach's alpha coefficient method.

The obtained data were analyzed in SPSS software (version 23) through descriptive statistics, including preparing tables and figures, mean, percentage, density, and dispersion, and inferential statistics, including Pearson correlation coefficient and multiple linear regression. The significance level was determined at 0.05. The structural equation model was used to fit the conceptual research model in AMOS software (version 18).

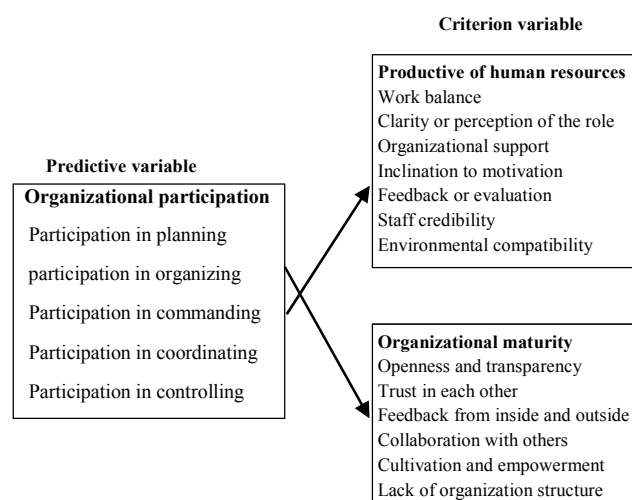


Figure 1. Conceptual model of the study

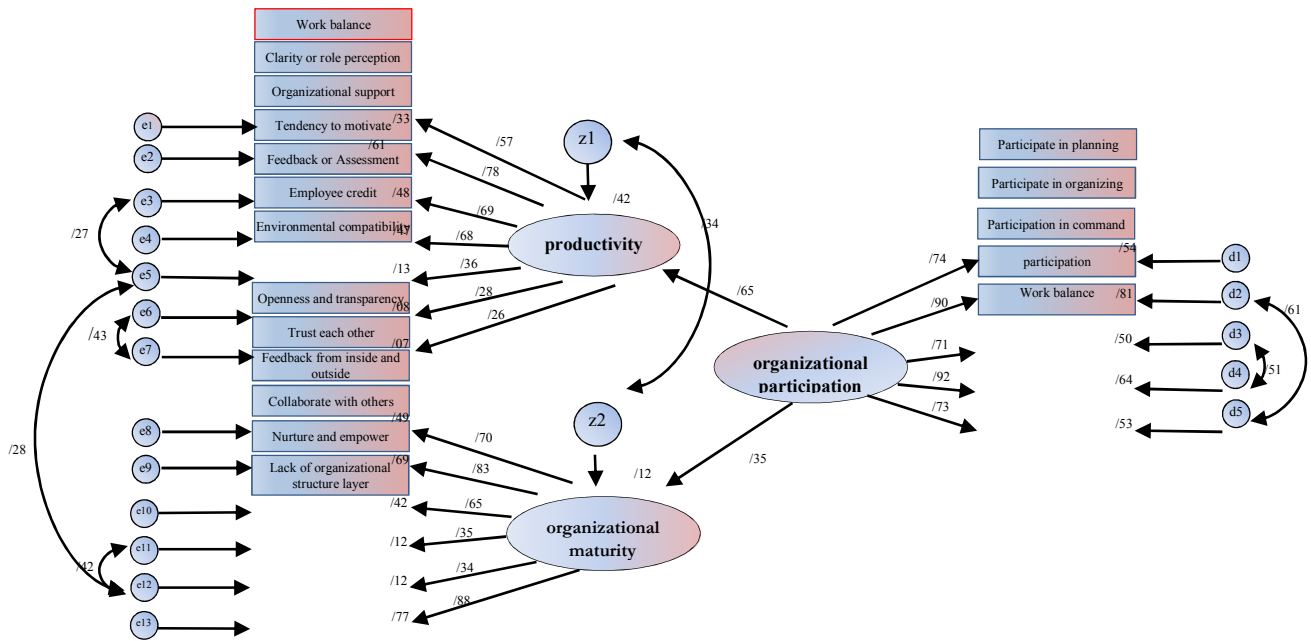


Figure 2. Structural equation modeling results of the conceptual model (standard factor loading)

Findings

The demographic information of the participants is presented in Table 1. Accordingly, 57 (33.7%) and 112 (66.3%) were female and male, respectively. Moreover, 11 (6.5%) subjects had a diploma, 31 (18.3%) an associate degree, 106 (62.7%) a bachelor's degree, and 21 (12.4%) a master's degree. Regarding the age of the participants, 56 (33.1%), 86 (50.9%), and 27 (16%) cases were 30 years old and younger, between 30 and 40 years old and 41 years old and older, respectively (Table 1).

Descriptive statistics of research variables

The descriptive statistics of research variables are tabulated in Table 2.

Inferential findings

Hypothesis 1: There is a relationship of organizational participation with organizational maturity and the development of human resource productivity in the Red Crescent Society.

Table 3 summarizes the results of the Pearson correlation test related to the relationship of organizational participation with organizational maturity and human resource productivity development.

As shown in Table 3, organizational participation has a direct relationship with organizational maturity and human resource productivity; in this regard, research hypothesis 1 is confirmed.

Hypothesis 2: There is a relationship between the dimensions of organizational participation

Table 1. Frequency distribution of participants' demographic characteristics

Variable	Category	Frequency	Percentage
Gender	Female	57	33.7
	Male	112	66.3
Education level	Diploma	11	6.5
	Associate degree	31	18.3
	Bachelor's degree	106	62.7
	Master's degree	21	12.4
Age (years)	≤30	56	33.1
	30-40	86	50.9
	≥41	27	16.0

Table 2. Descriptive statistics of research variables

Variable	Mean	Standard deviation	Skewness	Elongation
Organizational participation	3.14	0.626	0.067	-0.098
Participation in planning	2.97	0.659	-0.065	-0.131
Participation in organizing	3.2	0.855	0.157	-0.883
Participation in commanding	3.26	0.613	0.362	0.736
Participation in coordinating	3.11	0.837	0.002	-0.527
Participation in controlling	3.1	0.922	-0.127	-0.432
Organizational maturity	3.08	0.612	0.117	1.396
Openness and transparency	2.89	0.963	0.018	-0.677
Trust in each other	3.16	0.848	-0.265	0.371
Feedback from inside and outside	2.9	0.981	0.031	-0.805
Collaboration with others	3.41	0.875	-0.643	0.007
Cultivation and empowerment	3.05	0.82	-0.117	-0.467
Lack of organizational structure	3.13	0.696	-0.311	0.165
Productivity of human resources	3.01	0.499	0.092	0.977
Work balance	2.89	0.752	-0.007	0.565
Clarity or perception of the role	2.95	1.083	0.195	-0.931
Organizational support	2.94	0.572	-0.123	0.017
Inclination to motivation	3.33	0.798	-0.197	-0.529
Feedback or evaluation	2.86	0.624	0.237	-0.026
Staff credibility	2.99	0.818	0.226	-0.069
Environmental compatibility	3.07	1.05	-0.096	-0.847

Table 3. Pearson correlation test statistics related to the relationship of organizational participation with organizational maturity and human resource productivity development

Variable	Correlation coefficient	Sig	Organizational participation		Relationship type
			Number	Existence of a relationship	
Organizational maturity	0.283	0.001	169	Yes	Direct
Human resource productivity	0.50	0.001	169	Yes	Direct

(participation in planning, organizing, commanding, coordinating, and controlling) and the development of human resource productivity in the Red Crescent Society.

The results of the analysis of the variance of the regression model of the relationship between the dimensions of organizational participation and human resource productivity are presented in Table 4.

Considering that the p-value calculated from the test (0.001) is less than the significant level (0.05), at this level, H_0 is rejected, and as a result, the linear regression model is significant, meaning that there is a significant linear relationship between participation in planning, organizing, commanding,

coordinating, and controlling and the productivity of human resources in the Red Crescent Society.

Hypothesis 3: There is a relationship between the dimensions of organizational participation (participation in planning, organizing, commanding, coordinating, and controlling) and organizational maturity in the Red Crescent Society.

Table 5 summarizes the results of the analysis of the variance of the regression model of the relationship between organizational participation and organizational maturity.

Considering that the p-value calculated from the test (0.002) is less than the significant level (0.05), at this level, H_0 is rejected, and as a result, the linear regression model is significant,

Table 4. Analysis of variance of the regression model of the relationship between the dimensions of organizational participation and human resource productivity

Source of changes	Sum of squares	Degree of freedom	Mean of squares	R	R2adj	F-value	Sig
Regression	13461.37	5	2692.274				
Residual	29036.346	163	178.137	0.563	0.296	15.11	0.001
Total	42497.716	168	-				

Table 5. Analysis of variance of the regression model of the relationship between organizational participation and organizational maturity

Source of changes	Sum of squares	Degree of freedom	Mean of squares	R	R2adj	F-value	Sig
Regression	4903.225	5	980.645				
Residual	40946.337	163	251.205	0.327	0.08	15.85	0.002
Total	45849.562	168	-				

Table 6. Fit indicators for the model

Index	Degree of Freedom/Chi-square	RMSEA	GFI	CFI	NFI	IFI
Calculated value	1.99	0.077	0.87	0.92	0.86	0.92
Acceptable level	<5	<0.10	>0.90	>0.90	>0.90	>0.90
Result	Good	Good	Good	Good	Good	Good

RMSEA: Root mean squared error of approximation; GFI: Goodness of fit index; CFI: Comparative fit index; NFI: Normed fit index; IFI: Incremental fit index

meaning that there is a significant linear relationship between participation in planning, organizing, commanding, coordinating, and controlling and organizational maturity in the Red Crescent Society.

Conceptual model fitting using AMOS software

The root mean squared error of approximation value of the model was obtained at 0.077, which indicated a good fit of the model. The correlation square (the square of the standardized loading) is interpreted as follows: For example, in the first structure, the correlation square of this structure for the first variable is equal to 0.33 ($0.57 \times 0.57 = 0.33$), which means that 33% of the changes in the first variable are explained by this structure. The regression coefficient between organizational participation and human resource productivity development indicates that for one unit of increase in organizational participation, human resource productivity development will increase by 0.65 standard deviation units. Furthermore, the regression coefficient between organizational participation and organizational maturity indicates that for one unit of increase in organizational participation, organizational maturity will increase by 0.35 units of standard deviation.

Discussion and Conclusion

This study aimed to investigate the relationship of organizational participation with organizational maturity and the development of human resource productivity in the Red Crescent Society of Kerman Province. Based on the research results, there was a direct and significant relationship between organizational participation and its components (i.e., participation in planning,

organizing, commanding, coordinating, and controlling) and the development of human resource productivity in the Red Crescent Society. It means that an increase in the employee's participation in planning, organization, command, and coordination would lead to an enhancement in productivity. These results were in line with those of studies conducted by Bagheri Majd et al. (2015), showing that there was a relationship between organizational participation and human resource development (22), and Riege (2015), reporting that organizational collaboration could increase production and improve product quality (19). Moreover, these findings were in agreement with those of a study by Shawn and Hotfield (2013) indicating that participatory management in the organization increased employee productivity (20). In this regard, Taheri (2017) pointed out that one of the factors affecting the productivity of human resources was organizational participation.

Robbins (1998) in the form of a behavioral model, showed that factors influencing productivity could be categorized into three levels, namely individual, group, and organizational, among which at the organizational level, such factors as organizational culture, organizational climate, and organizational participation could be considered independent variables. Based on these results, it can be said that when employees are informed about the organization's plans and have relative awareness and sufficient information; employees are aware of the policies, guidelines, and strategies of the organization; managers encourage employees to play a role in the planning and decision-making system; and employees are allowed to organize the performance of work and job functions and

tasks; the autonomy of the units are increased and independence is developed in the organizational decisions making; employees have the required ability to participate in the activities of organizational units; and the employees are informed about the steps of the decision-making process in the units of the organization in a transparent and clear manner; in that case, the decisions made in the organization will be efficient, physical facilities in the organization will be optimized, employees will try to use all facilities to be more productive, employees provide quality services to improve productivity, and the ability and expertise of the existing manpower will be used for greater productivity. Moreover, in that case, the facilities and benefits of new technologies will be used to improve productivity in the organization, the financial policies of the organization will become more effective and useful, the management of the organization will provide the necessary information to employees to improve productivity, there will be numerous opportunities for the professional growth of the employee in the organization, employees will be encouraged to try new ways of doing things, and managers will make effective decisions to improve productivity.

The other results of the current study showed that there was a direct and significant relationship between organizational participation and its components (i.e., participation in planning, organizing, commanding, coordinating, and controlling) and the organizational maturity of the Red Crescent Society. In other words, an increase in employee participation in planning, organizing, commanding, and coordinating would result in organization maturity. The findings of a study by Farnham and Hutton (2009) revealed that employee's organizational participation played an important role in creating successful organizational change and innovation, and consequently, organizational maturity, which was in line with the results of the present study. In this regard, it can be said that when participation management is implemented in an organization, all employees find themselves respected, valuable, efficient, and effective; consider themselves influential in the fortune and position of the factory or organization; and make a commitment to the organization. Effective and serious participation of employees in the activities of the

organization and in performing tasks is rooted in the wishes and desires of managers and is one of the important issues of management. Thinking and planning about the effective participation of employees in the organization is a continuous matter. The employees of any organization are considered to be the most valuable assets due to having diverse and different opinions, thoughts, and creativity. Therefore, it can be stated that one of the solutions that can give identity to this valuable asset appropriate to their characteristics and features is participation. In this type of solution, human resources are not seen only as a means to achieve the goals of the organization. Valuing ideas, suggestions, creativity, and training and involving the employees in decision-makings about the organization's affairs help activate them to achieve more efficient and effective organizational goals and make the organization grow; in this respect, when employees are actively involved in planning sessions, employees of each department are required to submit proposals and programs related to the goals and activities of the organization, executive regulations are developed for the participation of employees and executive managers in the process of organizing the forces and the atmosphere of the organization and communicating and following them, managers of organizational units have the necessary freedom of action and authority to dismiss and recruit forces, suitable conditions are created for distance or virtual working, organizational structures and independent units are established to organize and lead the participation system, employees participate voluntarily in commanding and leading groups and organizational units, coordination is ensured for the implementation of organizational projects and plans with the participation of employees, and supervisors (operational managers) have sufficient authority to attract the participation of employees; in that case, the organization will move toward maturity, performance improvement, and goal achievement.

Acknowledgments

The authors would like to thank the managers and staff of the Red Crescent Society of Kerman Province who helped us in this research. They would like to appreciate in advance the attention and kind opinion of the respected editor, respected

referees, and all the executive staff of the quarterly.

Conflict of Interests

The authors declare that there is no conflict of interest in this study.

References

1. Abtahi H, Salavati A. Knowledge management in the organization. Tehran: Peyvand, 2019; P. 78-90. [In Persian]
2. Brown G, Bemmels B, Barclay L. The importance of policy in perceptions of organizational justice. *Human Relations* 2010; 63(10): 1587–609.
3. Taheri SH. The productivity and its analysis in the organization (inclusive productivity management). Tehran: Hestan Publishing, 2018; P. 224-42. [In Persian]
4. Boroumand Z. Organizational Behavior Management. Tehran: Payame Noor University, 2021; P. 155-76. [In Persian]
5. Taghizadeh H, Tari G, Nursing H. Determining the priority of the principles of growing organizations in education using the process of hierarchical analysis. *Education and Learning Studies of Shiraz University* 2009; 2(1): 56-59. [In Persian]
6. Kamalanabhan T, Kothandaraman K. A Scale to Measure Perceptions of Organizational Maturity. *Psychol Stud* 2017; 62(1): 47-59.
7. Mohammadzadeh A. Organizational Development and Future Organizations. *J Manag* 2016; 7(2): 41-2. [In Persian]
8. French WL, Bell CH. Organization Development: Behavioral Science Interventions for Organization Improvement 2009; 43(1): 23-33.
9. Liu, SX, Zhou Y, Cheng Y, Zhu YQ. Multiple mediating effects in the relationship between employees' trust in organizational safety and safety participation behavior. *Saf Sci* 2020; 56(1): 67-90.
10. Ghaffari G, Niazi M. Sociology of Participation. Tehran: Nazdik, 2021; P. 90-106. [In Persian]
11. Lu Y, Jung J, Bauldry S. Explaining the cross-national variation in the relationship between religious organization membership and civic organization participation. *Soc Sci Res* 2019; 83(1): 90-110.
12. Mesdaghinia R. A study of organizational structure and organizational participation. [Master Thesis] Tehran: University of Tehran; 2016. [In Persian]
13. Ahmadi P. Designing a model for improving the productivity of human resources with a productivity management approach. [PhD Thesis] 2018. [In Persian]
14. Wang CJ, Tsai HT, Tsai MT. Linking transformational leadership and employee creativity in the hospitality industry: The influences of creative role identity, creative self-efficacy, and job complexity. *Tourism Management*, 2014 ;(40): 79-89.
15. Nadi M, Moeini S. A Study of Presenting Strategies for Increasing Employee Participation in the Comprehensive Development of Isfahan Steel Company Quarterly. *Ind Manag Rev* 2013; 33(1): 78-99. [In Persian]
16. Philbin A, Mikush S. A Framework for Organizational Development. The Why, What and How of OD Work, 2011
17. Weick, Karl E, Quinn Robert E. Organizational Change and Development. *Annu. Rev Psychol* 1999; 50(1): 361-86.
18. Hassanzadeh, R. The effect of participatory management on productivity and innovation in organizations. *J Educ Sci* 2015; 1(1): 1-22. [In Persian]
19. Bagherimajd R, Mohajeran B, Fallah Faramarzi M. Investigating the relations between social capital, organizational participation and human capital in the higher education system. *J Hum Resour Manag* 2016; 21(1): 207-26. [In Persian]
20. Zahedi, Shams Sadat. Mortazavi, Leila. Explaining the mediating role of emotional conflict between commitment to change and the process factor of change of Khorasan Regional Electricity Company. *School of Humanities_ Management Research in Iran*, 2010;14 (3): 121-143 [In Persian].
21. Shams A, Samui R, Pourriahi H. Investigating the Relationship between employee participation and five sources of managers' power in Isfahan Public Hospitals. *Health Information Management (Special Issue)*, 2010:577-585 [In Persian].
22. Riege A. Tree-dozen Knowledge-sharing barriers managers must consider. *Journal of Knowledge Management*, 2005; 9(3): 18-35.
23. Shawn Y, Hatfield L. Moderating factors in participative management. *Allied Academies International Conference. Academy of Organizational Culture, Communications and Conflict* 2003; 62(2): 32-41.
24. Robbins S. Organizational Behavior, Concept, Controversies, and Applications. New Delhi: Prentice –Hall of India private Limited, 1998; P. 100-18.
25. Farnham D, Horton S. Organizational change and staff participation and involvement. *Int J Public Sect Manag* 2003; 16(6): 434-45.