

**THE IMPACT OF PARTICIPATORY MANAGEMENT  
ON PRODUCTIVITY, QUALITY, AND EMPLOYEES' MORALE**

By

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A handwritten signature in cursive script, appearing to read 'Abel Adekola', is written over a horizontal dashed line.

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Abstract

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The Impact of Participatory Management on Productivity, Quality, and Employees' Morale  
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The purpose of this study was to determine the impact of participatory management on productivity, quality, and employees' morale in the United States manufacturing industry. In order to accomplish this, a methodological mix was chosen so that impact could be documented quantitatively through questionnaire data.

Quantitative data was collected by means of 106 questionnaires. The questionnaires were sent to manufacturing managers of various companies throughout the United States. Respondents rated the degree of impact of participatory management on productivity, quality, and employees' morale.

Findings of the study showed that overwhelming majority (88.9%) of

the respondents saw an increase in productivity after instituting participatory management style within their companies.

On the question of quality, 81.1% of the respondents saw a significant improvement in quality after the implementation of participatory management.

As it pertained to employees' morale, 88.7% of the respondents saw an increase in employees' morale after the introduction of participatory management.

## ACKNOWLEDGMENTS

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## **Chapter One**

### **STATEMENT OF THE PROBLEM**

#### **Introduction**

Management is one of the oldest professions in the world. Nearly two thousand years ago, the Chinese developed the management organization structure known today as traditional line authority structure. Under this form of management style, organizations are usually organized functionally, putting similar people together into departments: human resources, accounting, engineering, etc. The flaw with this structure is that it encourages fiefdoms and often leads to huge walls that separate interdependent parties.

In recent years however, a relatively new phenomenon has begun to change the American workplace. That change is participatory management. Some call it work team, total quality management, others call it self-managing team, etc. Whatever terminology you choose, the meaning is the same-involving the workers in the decision making process of the organization. This revolutionary concept is the theme of this research paper.

### **Statement of the problem**

The problem of this study was to determine the impact of participatory management on productivity, quality, and employees' morale in U. S. manufacturing firms.

### **Purpose of the study**

The purpose of this study was to help managers in U. S. manufacturing firms to recognize the vitality of participatory management as a tool to improve productivity, quality, and employee' morale. These factors are absolutely necessary to remain competitive in today's global market.

### **Need for the study**

In today' dynamic global market, no one manager or a group of managers is equipped with all the necessary knowledge to address all the issues or problems in an organization. The complexity of today's organizational problems or issues require the combined expertise of all the members of the organization from the production workers to top management working in concert in order to satisfy today's ever demanding customers.

### **Limitations of the study**

1. This study is limited to responses from survey questionnaires sent out to 106 manufacturing managers within the United States.
2. This study is also limited to written information from articles and reports on various manufacturing companies within the United States.

### **Assumptions of the study**

1. Team is necessary to accomplish a task that cannot be accomplished by an individual.
2. Employees who become involved in the decision making process in an organization will be committed to organizational goals.
3. Employees who perform the day-to-day task are inclined to know more about it than say, a manager.
4. Team gives employees a sense of belonging which can in turn boost morale.
5. Employees are usually interested in feed-back and team serves that purpose.
6. Team empowers employees to act or make decisions on their own if

need be, to improve productivity and quality.

7. Decision will be made faster and more effectively when multiple channels of management bureaucracy is eliminated.

### **Definition of terms**

The following definitions are some key terms that will be used in this study. Some terms are unique to the Management profession while others are common terms but carry different meanings in other professions.

1. Participatory Management – A process where subordinates share significant degree of decision-making power with their immediate superiors.
2. Quality Circle – A group of employees who meet regularly to discuss their quality problems, investigate causes, recommend solutions and take corrective actions.
3. Quality Of Work Life – Group of employees who meet regularly to identify ways of improving the quality of their product and or the quality of their work life.
4. Team – A collection of people who must rely on group collaboration if each member is to experience the optimum of

success and goal achievement.

5. **Team Building** – The process of planning for work or activity by several associates with each doing a part but all subordinating personal prominence to the efficiency of the whole.

## **Chapter II**

### **LITERATURE REVIEW**

#### **Introduction**

The review of literature includes three areas: first, is the historical overview of management—its foundation, principles and key players. The second area will look at the emergence and growth of the philosophy and practice of participatory management. The third area will look at some of the success stories of participatory management.

#### **MANAGEMENT OVERVIEW**

As alluded to in Chapter One, management is one of the oldest professions in the world. A quick reflection revealed that nothing can be accomplished without planning, coordination, and implementation, all of which are functions of management. Management can be as basic as managing a household and as complex as managing a fortune 500 corporation. Whether it is the management of a household or a corporation, the end result is to achieve some mode of effectiveness and efficiency. The

desire to achieve this bottom line is so powerful that earliest forms of management and its practices meant the difference between life and death in some cases (George, 1968 ). Today, however, we do not think of management in terms of individual death, but rather the success or failure of an organization. Even though management is one of the oldest professions in the world, there is no single unified theory of management that can be successfully applied in all situations.

The foundation of management thoughts and practices can be presented by looking at three major schools of management: Classical, Behavioral, and Management Science (Wren, 1979 ). The classical school of management has its roots in the beginning of the 19<sup>th</sup> century, and is to some extent, accepted and practiced by some present day managers. Within the classical school of management there developed two distinct branches: one with the emphasis on the management of jobs (Scientific Management ), and one with emphasis on the management of organization (Administrative Theory ). The management of jobs or scientific management was the first to be developed. The practitioners in this area of management were basically scientists and engineers who were concerned with maximizing efficiency. This concern for efficiency led to the development and improvements of

work methods and work flow ( Griffin, 1984 ).

The pioneer in this area was Frederick Taylor, an engineer in the late 1800's. In fact, he became known as "The father of scientific management." Taylor's approach was to improve the efficiency of the job by designing the "One Best Way." Taylor's philosophy of management was influenced by four basic principles. First, develop efficient jobs, second, decrease soldiering, a term used to describe horse play, third, good mental attitude toward work, and fourth, worker management cooperation. Taylor maintained that through cooperative efforts of all concerned, the betterment of society would result (Wrege & Stotka, 1978 ).

Further development of scientific management principles continued as more and more managers accepted Taylor's ideas. The three major contributors to the development of scientific management, were Frank, and his wife Lillian Gilberth, Harry Gantt, and Harrington Emerson. The Gilberth work centered around work simplification which, was based on motion and fatigue. By eliminating unnecessary movement by the worker and ensuring the most productive movement, the Gilberths were able to increase production by as much as two hundred percent, a remarkable achievement at that time.

Gantt's major contributions were in the area of work scheduling and control. His most famous contribution was the Gantt chart, a method used to control and schedule production. Gantt chart is still in use even today.

Emerson made several contributions with his principle of efficiency. Through his work, Emerson established two management concepts that can be found in most organizations today. The first is, a clear distinction between the functions of line and staff, and second, the use of a clear statement of goals and objectives for an organization. Much of Emerson's work provided the framework for a transition into the second branch of classical management, the management of Organizations or Administrative Theory ( Griffin, 1984 ).

With the industrial revolution and the emergence of large, complex organizations, managers became increasingly concerned with managing the organization and improving the organization's productivity, rather than individual worker efficiency. This drive toward organizational efficiency and overall productivity led to the development of the second branch of classical management or the administrative theory, the focus of this theory was on describing management in terms of various functions or roles the manager played. The three major functional roles described were, planning,

organizing, and controlling. Perhaps the best known associated with the administrative theory is Henri Fayol. Fayol, like many of the contributors to management of the time, was an engineer with past business experience. Fayol's contribution can be categorized in four areas: first, Fayol made the distinction between operating and managing activities. The difference may seem obvious today. But early in 19<sup>th</sup> century, the distinction was rarely made. Second, he was the first to clearly identify specific management functions. Expanding on his original theory, Fayol gave us the classic five functions of management: planning, organizing, supervising, coordinating, and controlling. Third, Fayol proposed fourteen principles of management intended to help managers in solving management related problems. Finally, Fayol urged that managers be educated in the correct use of proper managerial skills not simply trained on the job ( Fayol, 1930 ).

The classical school of management enables us to more clearly understand the distinction between functions, roles, and skills of management. By looking at the classical approach to Management, we can better understand these three aspects of management and evaluate their importance. The second school of management is referred to as the behavioral school. Within the behavioral school, there are two distinct

divisions, the human relations, and the organizational behavior. The behavioral school focused primarily on understanding the psychological processes. In contrast to the classical school which, focused on the jobs, the behavioral approach focused on the workers themselves. The behavioral school looked at the individual, the group, and the organization ( Wren, 1979).

Three individuals who played major roles in the success of the behavioral school were Elton Mayo, Chester Barnard, and Douglas McGregor. Mayo, along with his associate, Fritz Roethlisberger, conducted the now famous Hawthorne studies. Through these and other experiments, Mayo established the important role of psychological factors on human performance and productivity. The importance of the treatment of workers, their work, and their social environment were well documented in Mayo's studies. Barnard combined his own experiences as president of the New Jersey Bell and his research on human behavior in writing a management classic, " The Function of the Executive." Barnard's work focuses on what he termed "Cooperative Effort." He maintained that people form organizations in order to achieve certain goals they could not achieve alone. Organization can only be productive, he argued, when the goals of the

organization and the goals of its employees are kept in balance. Barnard also addressed the issues of communications, motivation, and setting objectives (Griffin, 1984). In his work entitled “The Human Side of Enterprise,” McGregor described his now famous theory x---theory y (McGregor 1960). These theories outlined two very different assumptions about people and work and the role of management. In a nutshell theory x represented the traditional approach to management which says that people dislike work therefore, they cannot be trusted to motivate themselves. They need to be persuaded by management in order to be productive. Theory Y on the other hand, represented the belief that people are motivated by a complex set of psychological needs. Theory Y encouraged the following:

- 1) delegating authority to lower level workers;
- 2) making jobs less routine to avoid boredom;
- 3) increasing the level of responsibility in each workers job;
- 4) improving the flow of communication and information within the organization.

The second component of the behavioral school, which grew out of human relations, was the field of organizational behavior. Organizational behavior relies heavily on the social sciences and the scientific method. For the most part, organizational behavior views management from a

contingency orientation, suggesting that there is no one accepted theory or approach to the study of people in organizations. Researchers in this field have contributed to our understanding of such areas as motivation, leadership, group behavior, and the design of work ( Griffin, 1984 ).

## **PARTICIPATORY MANAGEMENT**

As noted in the brief overview of the development of management thoughts, the behavioral school has most directly influenced the development of the concepts of participatory management. The field of organizational behavior most impacted the practice of participatory management principles and skills.

Beginning in the mid 1950's and continuing even today, much has been written about participatory management. It became an acceptable practice following the published work on theory Y and theory Z management style. It is defined as managers sharing their power and influence by regularly asking employees for input while maintaining at a minimum a veto over their ideas.

This represent a significant increase in empowerment from traditional management style whose philosophy is to simply figure out what should be done and to tell people to do it (Brown et al. 1994).

While few researchers have sometimes viewed it as a confusing theory or even foolish, new-wave types of management practice, most agree that participatory management is a viable management style in today's global competition. It is inclusive and efficient. In fact it is popular today than ever. A study done by the New York Stock exchange office of Economic research in 1995, survey by Hewitt Associates in Lincolnshire Illinois to be exact asked corporations with 500 or more employees which of the many efforts they have undertaken to improve productivity have had the most impact. Of those surveyed 32% mentioned employees involvement, two-thirds of the 1,811 employers nationwide reported using some form of employee involvement to conduct work according to recent surveys by Hewitt Associates in Lincolnshire Illinois ( Badawy, M.K. 94 ).

Using Meta- Analytic techniques, Chris Doucouliuagos, an industrial relations researcher, synthesized the results of 43 published studies to investigate the effects on productivity of various forms of worker participation: Workers participation is decision-making; profit sharing; worker's ownership; etc. not surprisingly, he found out that all of these factors were positively associated with productivity, quality, and employees morale and satisfaction ( Doucouliuagos, 1995 ).

## **SUCCESS STORIES OF PARTICIPATORY MANAGEMENT**

Considerable change is underway in many of America's workplaces, driven in part by international and domestic competition, technology, and workforce development. These external forces are interacting with a growing recognition that achieving a high productivity / high wage economy requires changing traditional methods of labor, management relations and the organization of work in a way that may fully develop and utilize the skills, knowledge, and motivation, of the workforce, and share the gains produced.

Data from recent focus-group interviews carried out by the Princeton Survey Research Center report that hourly workers, professional and technical employees, and supervisors consistently stated that among the things they value most in a job are variety, freedom to decide how to do their work without closed supervision. They also reported that they value information and communication regarding things that affect their work and their firm, and evidence that their employers seek, value and act on their suggestions for improvement at their workplace (Challenge, 1995).

Thus, since the 1980's there has been a substantial expansion in the number and variety of employee-participation efforts and workplace committees in both establishments governed by collective-bargaining

agreements and those without union representation. These arrangements take a wide variety of forms such as: Quality Circle, employee participation teams, etc. ( Challenge 95).

Some of the major corporation who are reaping the benefits of participatory management are GE, IBM, Allied Signal, Super Sack, just to name a few. GE Fanuc Automation North America Inc. for example, has been transforming itself into a team- based organization since the late 1980s. In 1994, it posted its best results ever (Barrier ,1995). During an interview with Brad Eisenbarth, a production manager at Super Sack manufacturing plant in Savoy Texas, for a study on the impact of participatory management on productivity and employee moral, he responded by saying “ Here, it is a family feeling where things are a lot opened particularly, with regard to passing on and sharing information.” That sentiment was shared by Brian Suchsland, an industrial engineer also at Super Sack who said “ Here you have the enthusiasm and attitude you need for a successful business” (Verespej, A. 1995 ).

## **SUMMARY**

The literature review was divided into three areas: 1) the historical

overview;

2) the emergence and growth of the philosophy and practice of participatory management; 3) A look at the success stories of participatory management.

The historical overview dealt with the development of management organizational structure known today as traditional line authority. It was developed by the Chinese in ancient time and later refined by Frederick Taylor, Frank and Lillian Gilberth, Henry Gantt, Henri Fayol, Harrington Emerson, and others.

The second area dealt with the emergence and growth of participatory management. How it went from serving as a type of theoretical dumping ground for any new idea that seemed aimed at involving employees in the organization to a viable management style it is today.

Finally, the third area examined some corporation that are realizing the benefit of employees participation – the higher productivity, quality, and the boost to employees morale.

## **Chapter Three**

### **Methodology**

#### **Research Design**

This is a descriptive research study that employs a researcher-developed survey. The survey was validated by experts in the field. A page and a half confidential questionnaire utilizing a Likert-scale was developed and sent to 150 managers employed in the manufacturing industry within the United States that were identified to have some form of participatory management. Each questionnaire was accompanied by a introductory letter and a self-addressed stamped envelope. The surveys were directed to production managers of various manufacturing companies on a list of manufacturers obtained from the 1996 Thomas Register of American Manufacturing. The companies were randomly selected from the directory to ensure that they were representative of the companies in the manufacturing industry within the United States. A follow up questionnaire was sent out in some cases, in order to improve survey response rate.

Because of confidentiality, a list of specific manufacturing companies and managers are not included in this study. They are only mentioned in

general terms.

### **Population and Sample**

The population considered in this study consists of manufacturing managers employed by manufacturing companies within the United States. The companies were identified from a list in the 1996 Thomas Register of American Manufacturing. The sample taken from the 1996 Thomas register of American Manufacturing are representative of United States manufacturing companies. The researcher-developed questionnaires were mailed to those companies which were randomly selected from the Thomas Register. The survey questionnaires were sent to manufacturing managers of 150 companies in the United States. The make up of the sample which was randomly selected from the Thomas Register were as follow:

- a. 50 small company(100 or less employees)
- b. 50 mid-size companies(100 to 500 employees)
- c. 50 large corporation(500 plus employees)

Out of the 150 questionnaires that were sent out, 106 responded. Below in (table A) is the breakdown of the respondents.

**Table A**

Size of company	Number of respondents	Percentage
Small	40	38%
Mid-size	36	34%
Large	30	28%
Total	106	100%

### **Instrumentation**

Data was collected by means of a questionnaires which asked manufacturing managers attitudes toward participatory management. The questionnaire consisted of two sections containing ten questions. The first section pertained to personal data; age, sex, level of education, and work experience. The second section, which was the core of this study dealt with the size of the company, number of years in business, impact of participatory management on productivity, quality, and employee morale. The response of each question in section two was then analyzed.

### **Data Analysis**

The collected data was analyzed for each question in section two. A

spreadsheet software for personal computers was used to calculate percentages and develop tables and frequency graphs.

## **Chapter Four Results**

### **Introduction**

This chapter reports the analysis of data gathered from the survey. The data was calculated and analyzed using graphic table for each question in section one and two of the questionnaire.

The questionnaires were sent to various manufacturing managers of 150 manufacturing companies within the United States. Out of the 150 questionnaires that were sent out, 106 managers or 71.67% responded. The respondents consisted of 40 managers of small companies, 36 managers of mid-size companies, and 30 managers of large corporations.

### **Demographic Characteristics**

The purpose of this general information checklist in section one was to obtain demographic information; information regarding the person's age, gender, educational level, and professional experience.

The following is the demographic information from the survey and it is given in table 1 through table 4. Each table is accompanied by a line graph.

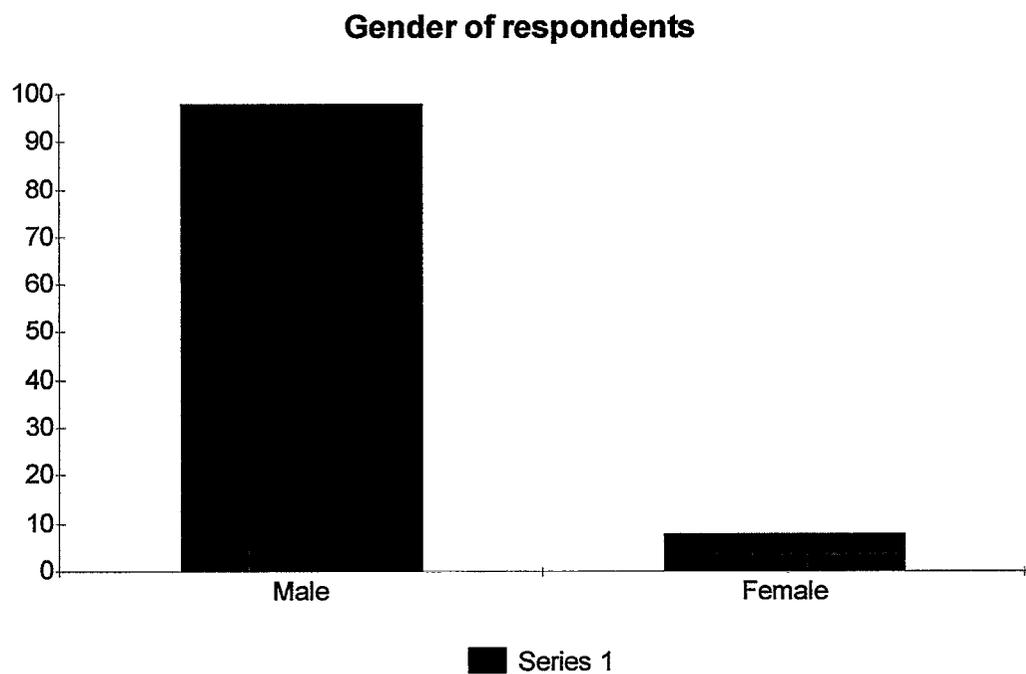
## 1. Gender

Out of the 106 that responded to the survey, 98 (92.5%) were male and only 8 (7.5%) were female. See table 1 and the associated graph below.

Table 1

Gender	n	%
Male	98	92.5
female	8	7.5
Total	106	100.0

Chart 1



## 2. Age

The age of the respondents was divided into five categories. The largest group of respondents(39%) was age 31-40. Twenty eight respondents(26.4%) were 41-50. Sixteen respondents(15.1%) were 51-60

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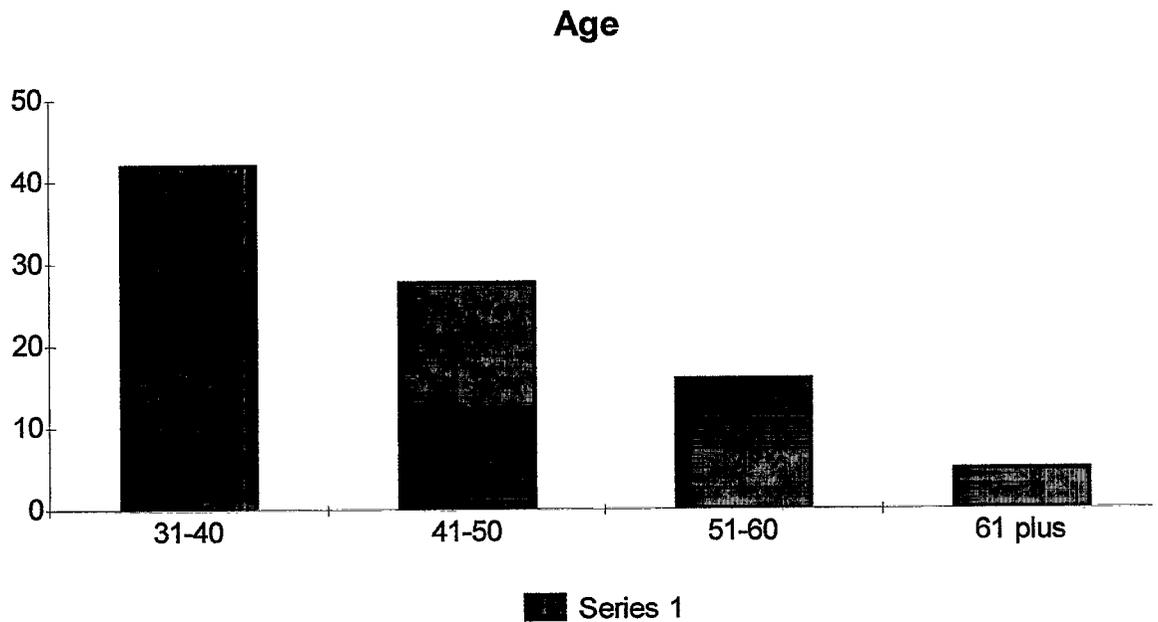
years old. Fifteen respondents(14.2%) were 20-30. A few, five respondents(4.7%) were 61 and older. See table 2

26

**Table 2**

Age level	n	%
20 - 30	15	14.2
31 - 40	42	39.6
41 - 50	28	26.4
51 - 60	16	15.1
61 or older	5	4.7
Total	106	100.00

**Chart 2**



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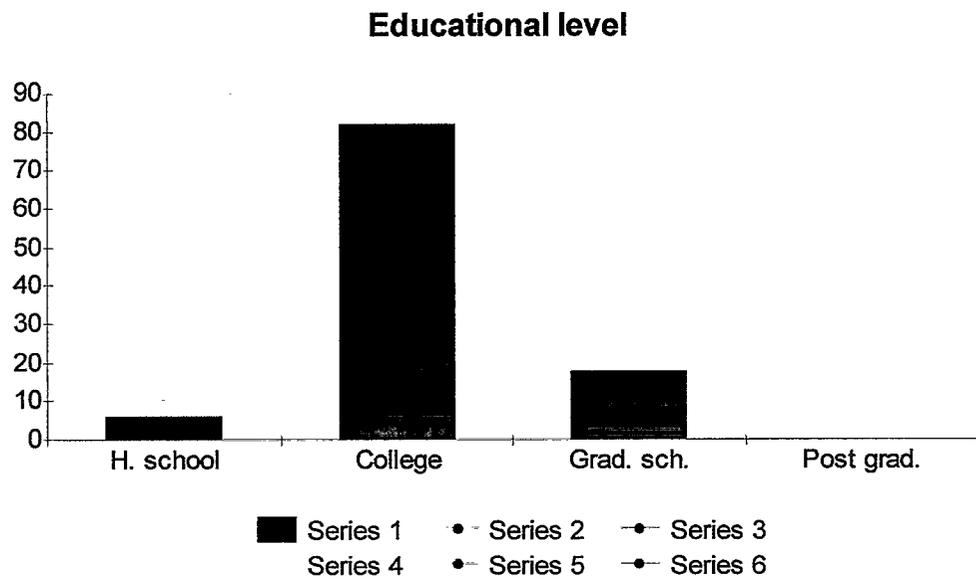
### 3. Educational level

Most respondents (77.4%) had technical college degree. Eighteen respondents (17%) had graduate degree. Only 6 respondents (5.7%) didn't go beyond high school. None of the respondents had post graduate degree. See table 3 below.

**Table 3**

Level of education	n	%
High School	6	5.7
College	82	77.3
Graduate	18	17.0
Post Graduate	0	0
Total	106	100

**Chart 3**



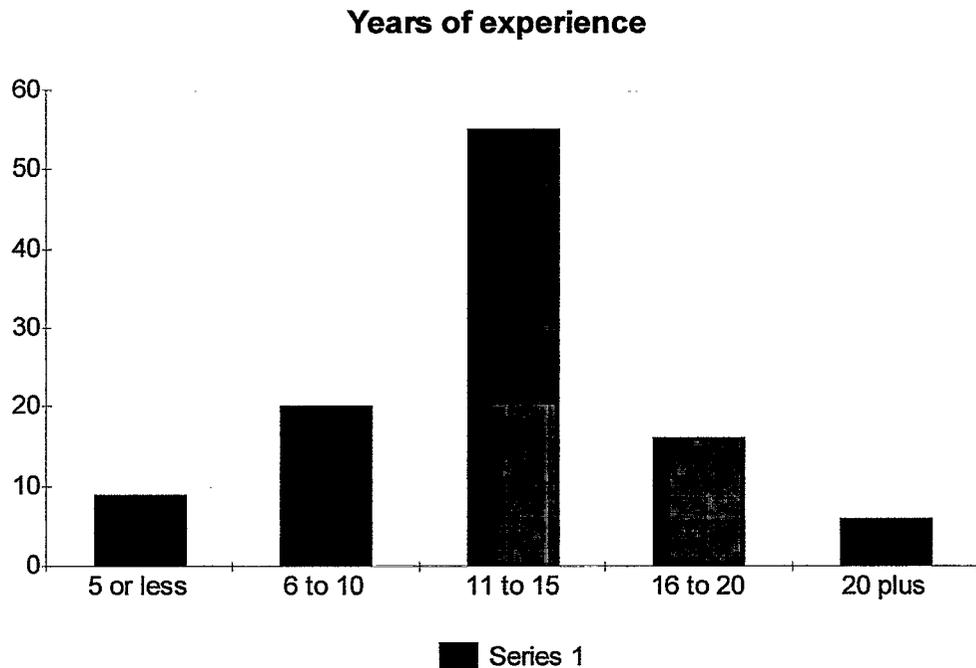
#### 4. Management Experience

Over half of the respondents (51.9%) had 11 to 15 years of experience. Twenty (18.9%) of the respondents had 6 to 10 years of experience followed by 16 respondents (15.1%) with 16 to 20 years of experience. Nine respondents (8.5%) had 5 years or less management experience, while only six respondents (5.7%) had 20 or more years of management experience. See table 4.

**Table 4**

<b>Experience</b>	<b>n</b>	<b>%</b>
5 Years or less	9	8.5
6 to 10 years	20	18.9
11 to 15 years	55	51.9
16 to 20 Years	16	15.1
More than 20 years	6	5.7
Total	106	100.0

**Chart 4**



## 5. Organization characteristics

The second half of the questionnaire (section II) was devoted to obtaining information about the size of the company, number of years in business, number of years participatory management has been practiced, and its impact on productivity, quality, and employees' morale.

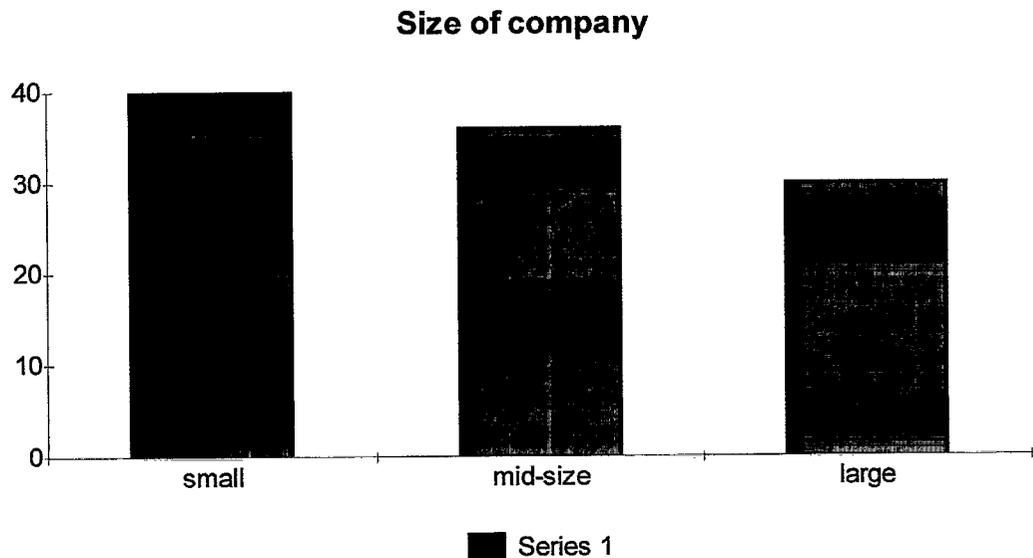
### 5. Size of company

Out of the 106 respondents, forty (37.7%) were managers of small (100 or less employees) companies, followed by thirty-six (34%) mid-size companies (100 to 500 employees), while thirty (28.3%) were managers of large corporations (500 plus employees). See table 5 below.

**Table 5**

Size of company	n	%
Small	40	37.7
Mid-size	36	36.4
Large	30	28.3
Total	106	100.0

**Chart 5**



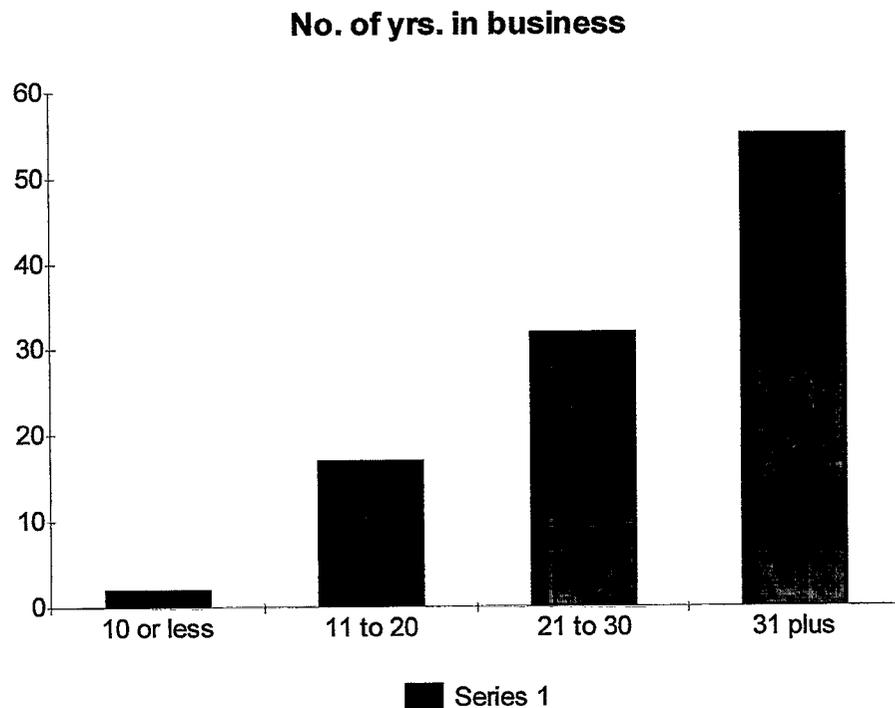
## 6. Number of years in business

Over half (51.9%) of the companies surveyed have been in business for over thirty years. Thirty two out of the 106 companies surveyed have been in business between 21 to 30 years, followed by 17 out of 106 that have been in business between 11 to 20 years. Only 2 companies out of the 106 companies surveyed have been in business for 10 years or less. See table 6 below.

**Table 6**

No. of yrs. In bus.	n	%
10 years or less	2	1.9
11 to 20	17	16.0
21 to 30	32	30.2
31 and over	55	51.9
Total	106	100.0

**Chart 6**



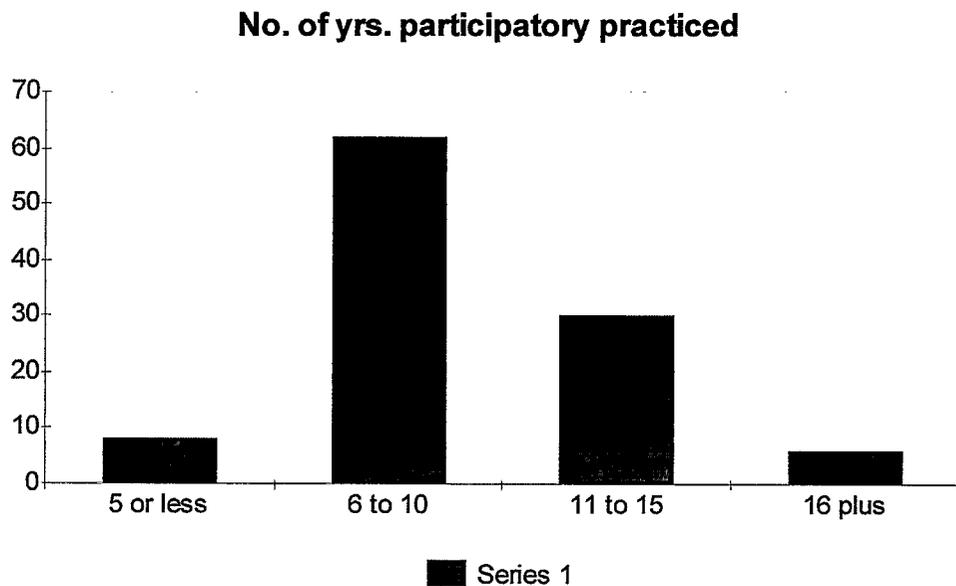
### 7. Number of years participatory management practiced

Majority of the companies (58.5%) surveyed have practiced some form of participatory management anywhere between 6 to 10 years. Thirty or 28.3% of the companies surveyed have practiced participatory management from 11 to 15 years followed by 8 and 6 companies that have practiced participatory management for 5 years or less and 16 years or more respectively. See table 7 below.

**Table 7**

No. of years	n	%
5 or less	8	7.5
6 to 10	62	58.5
11 to 15	30	28.3
16 or more	6	5.7
Total	100	100.0

**Chart 7**



### 8. Impact of participatory management on productivity

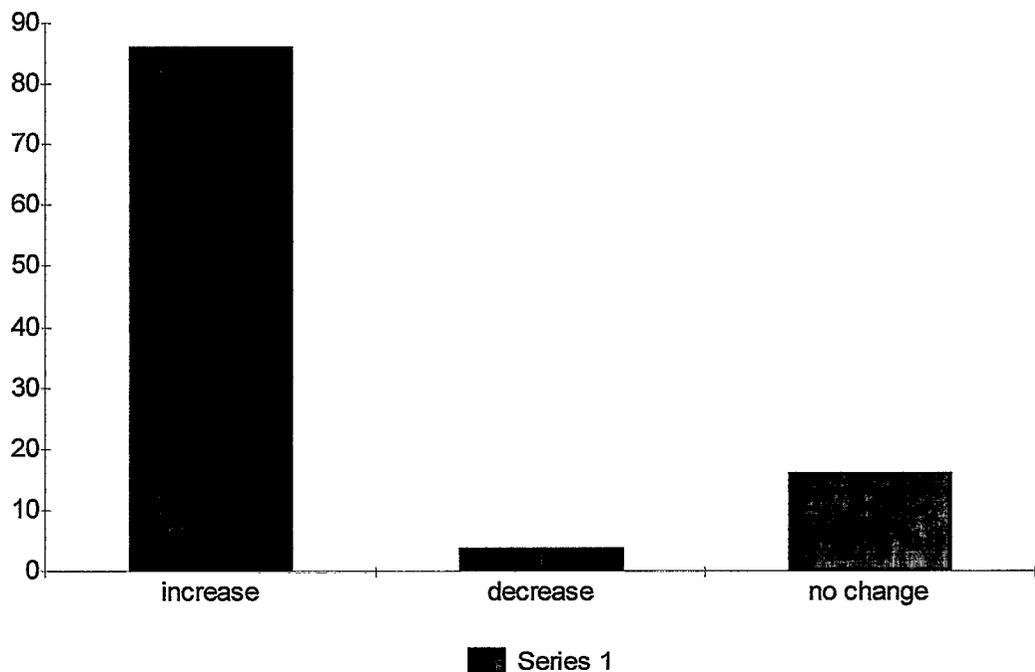
Out of the 106 respondents, 86 of them have realized a significant increase in productivity since the introduction of participatory management within their respective companies. Only 4 out of the 106 respondents noticed a slight decrease in productivity as a result of participatory management followed by 16 respondents who saw no significant change in productivity.

**Table 8**

Impact	n	%
Increase	86	81.1
Decrease	4	3.8
No change	16	15.1
Total	106	100.0

**Chart 8**

**Impact of Partici. mgmt on prod.**



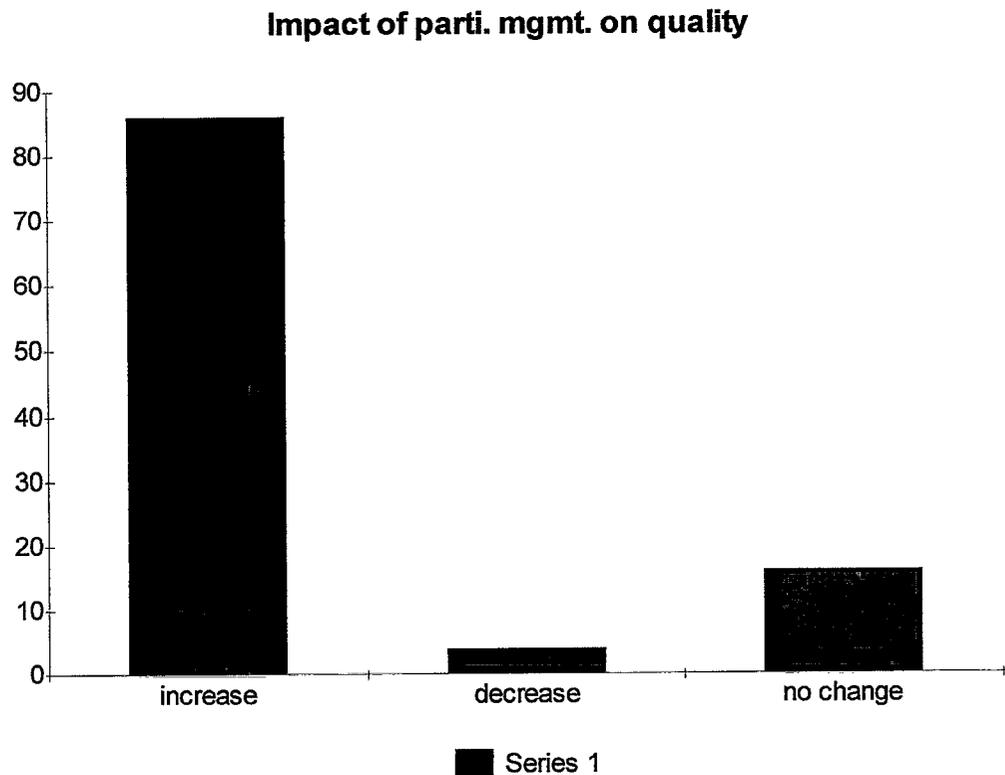
### 9. Impact of participatory management on quality

Most of the respondents (81.1%) have seen significant improvement in quality since the implementation of participatory management followed by 15.1% of the respondent who have seen no change in quality. Only 3.8% of the respondent reported a slight decline in quality after instituting participatory management. See table 9 below.

**Table 9**

Impact on quality	n	%
Increase	86	81.1
Decrease	4	3.8
No change	16	15.1
Total	106	100.0

**Chart 9**



### 10. Impact of participatory management on employees morale

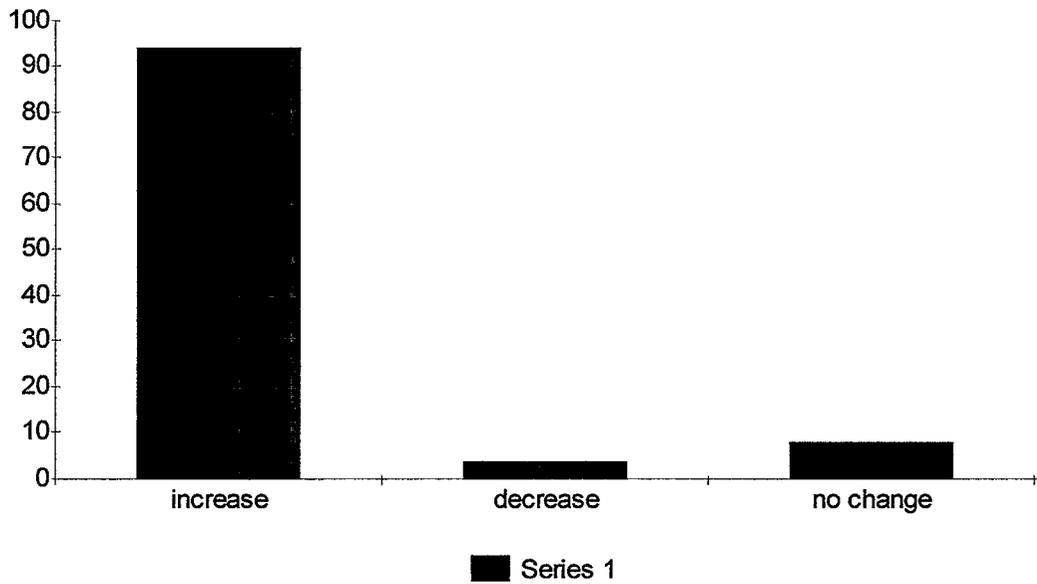
Overwhelming majority (88.7%) of the respondents saw an increase in employees morale after the implementation of participatory management. Only a small percentage (3.8%) of the respondents noticed a decrease in employees morale. About 8% of the respondents realized no change in employees morale.

**Table 10**

Impact on morale	n	%
Increase morale	98	88.7
Decrease morale	4	3.8
No change	8	7.5
Total	106	100.0

**Chart 10**

**Impact of parti. mgmt on morale**



## **Chapter V**

### **Conclusions and Recommendations**

#### **Introduction**

The purpose of this study was to help managers in United States manufacturing firms to recognize the vitality of participatory management style as a tool to improve productivity, quality, and employees morale. Over the years, organizations have tried to empower their employees to varying degrees. Participatory management is one such paradigm. Made popular following the published work on theory Y and Z management style, managers share their power and influence by regularly asking employees for input while maintaining at a minimum a veto over their ideas (Brown, et al 1994)

In an age when competitive wars are won by speed and flexibility, top-down control only gets in the way. Participatory management is better suited for today's global marketplace. It empowers workers to make "frontline" decisions there by speeding things up. Additionally, workers today are more educated, motivated, responsible, and capable of doing their jobs without being closely supervised. This view is shared by the respondents of the survey as reflected in the results of the study. As the study showed, the greater the empowerment, the greater the reward for organization.

## **Conclusion**

The results of this study indicate a positive relationship between participatory management style and productivity, quality, and employees morale. The following is a discussion of the result from the survey.

1. The fact that majority (58.5) of the companies surveyed have practiced participatory management between 6 - 10 years indicates that the phenomenon is on the up swing as a new trend in management. As indicated by the result of the study, the manufacturing industry in the United States is slowly realizing the value of greater workers participation in enhancing productivity.

2. As indicated by the results of the study, 87.7% of the manufacturing managers surveyed believe that workers participation is necessary to boost employees morale. Managers realize that in order to maintain employees interest in the day to day operations, they need to be a part of the decision making process of their organizations.

3. As indicated by the results of the study, 81.1% of the manufacturing managers surveyed believe that participatory management style improves quality. With the positive impact of participatory management on quality, it appears that participatory management style is going to continue to thrive as a

valuable tool for managers to improve quality.

### **Recommendations**

Based on the results of the survey, the following recommendations are made: There is conclusive evidence as indicated by the results of the study that participatory management has a positive impact on productivity, quality, and employees morale. Therefore it is recommended that manufacturing managers in the United States encourage greater employee participation in the decision making process in their organizations.

It is also recommended that managers view participatory management style as a viable management tool and not as a fad that is about to disappear into distant memory.

Finally, it is recommended that managers see participatory management style as a positive trend and not a threat to their authority. As the saying goes, “the more managers count on controlling, the more out of control things become; the more managers share their power, the more powerful they become”.

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## **Appendix A**

### **Human Research Subjects Consent Form**

I understand that by returning this questionnaire, I am giving my consent as a participating volunteer in this study. I understand the basic nature of the study and agree that any potential risks are exceedingly small. I also understand the potential benefits that might be realized from the successful completion of this study. I am aware that the information is being sought in a specific manner so that no identifiers are needed and so that confidentiality is guaranteed. I realize that I have the right to refuse to participate and that my right to withdraw from participation at any time during the study will be respected with no coercion or prejudice

## **Appendix B**

### **Letter of introduction**

April 25, 1996

Dear Respondent:

I need your and cooperation in conducting a study of the impact of participatory management on productivity, quality, and employees' morale. I am a graduate student at the University of Wisconsin-Stout currently working on a masters thesis. The purpose of this questionnaire is to gather information from manufacturing managers about participatory management to determine what impact it has on productivity, quality, and employees' morale.

You are important to this study hence, I am requesting you to participate in this survey. Your input in this regard is to take a few moments of your time (about 10 minutes) to complete the attached questionnaire and return it in the enclosed stamped self-addressed envelope at your earliest convenience. The information you provide will remain confidential. Thanks for your cooperation.

Sincerely,

Charles Gono

## Appendix C

### Survey Questionnaire

#### Section I Demographics

1. What is your sex? (please check one)

Male ( )      Female ( )

2. How old are you?

20-30 ( )      31-40 ( )      41-50 ( )      51-60 ( )      61 or older ( )

3. What is your educational level?

High school ( )      College ( )      Graduate ( )      Post Graduate ( )

4. How many years have you being in management?

5 or less ( )      6-10 ( )      11-15 ( )      16-20 ( )      20 or more ( )

#### Section II Organization characteristics

5. What size is your company?

Small (100 or less) ( )      Mid-size (100-500) ( )

Large (500 or more) ( )

6. How many years have you being in business?

10 or less ( )      11-20 ( )      21-30 ( )      31 or more ( )

7. Number of years participatory management practiced?

5 or less ( )      6-10 ( )      11-15 ( )      16 or more ( )

8. Impact of participatory management on productivity

Increase ( )      Decrease ( )      No Change ( )

9. Impact of participatory management on quality

Increase ( )      Decrease ( )      No change ( )

10. Impact of participatory management on morale

Increase ( )      Decrease ( )      No change ( )