



## Relationship between Participative Management and Mental Health

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### ABSTRACT

Different management styles are in vogue in the management world and are practiced by educational managers to enhance individual and collective efficiency of employees. Participative management is a practice that managers use as an attempt to satisfy employees and increase productivity. This review looks at the research on participative management and the effects on mental health of Bushehr have been a high school teacher. research methods, descriptive correlative The populations of this study consisting of all secondary school teachers in the province The school 2010-2011 year and have been working as number 950 out of the total of 250 people were selected. Through participatory management information questionnaires reliability 0/85 mental health reliability 0/89 were collected. For data analysis, descriptive and inferential statistics were used The level of inferential statistics Pearson correlation coefficient and multiple regression analysis were used to analyze the data, The results showed that there is a significant positive relationship between participative management and mental health.

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### Introduction

In order to satisfy and meet their personal goals, to join an organization they are goals that one person alone cannot be accessed, through the assistance and collaboration in their organizations as possible [1]. Humans all have the need to cooperate with each other due to the progress of science and claiming the management and deployment of modern management firms Subject participation in management is now of great interest Consultation, participation, polls and honoring teamwork The pooling of ideas and abilities and will do all the best If the organization wants to achieve such an outcome are Inevitably seek to motivate and engage their employees meet and it's important that when Mistrust must believe humans do not process the device which factors in the organization's objectives are behave in such a way that they do not consider the time but enjoy their work[2]. Accept responsibility and try to improve it Participation is a process that during its employees a voluntary organization involved in activities related to their Provided the motive power for the intervention to be effective and collaborative management style, in which employees of an organization involved in the decision-making process and participate[3]. Emphasis on participative management personnel is based on voluntary cooperation and the ideas, Comments and takes the initiative in solving problems. The greatest support for participatory management practices, commitment, faith and belief of the Directors as long as management does not believe that the involvement Collaborative management will be realized it can be stated the participation of key precondition for the development and expansion of education [3]. Education increases knowledge and human capabilities urged his people to increase participation. Involvement in management makes to reduce the amount of supervisory staff And their employees to increase organizational efficiency and effectiveness to show compassionated their attachment to the group aims to addend feel positive about their organization to create pleasant atmosphere to heelpost studies in the past 30 years Dedicated to the study of work-related stress, and today it is obvious that Many common

diseases caused by germs and viruses before they The lack of pressure to compromise and come no doubt a result of higher production and product management organizations know that effective management is Effective management also believes without regard to mental health professionals are not Manjra views of mental health follows a compromise with the world around him with the maximum possible, so that makes her a joy to be complete and effective removal Education and training As one of the major organizations, and by means of a variety of academic[4]. Cultural, social and economic To achieve its goal of having the manpower-efficient, committed, Interest and importance of the mind and mental health needs. In order for an individual to maintain his health [5]. must take positive action to improve and he is satisfied, this is because if you want to continuously suppress person suffering from mental disorders will Vibrant educational system depends on the creation of appropriate and favorable institutional environment, Trust and accountability and strengthening participatory management style, and in this respect the most important human resource of human capital that is committed to fostering a healthy. Loyalty and affiliation with the organization's goals and values of the fixed The aim of this study was to investigate the relationship between participative management and mental health of teachers is Researcher sought to answer the question whether there is a relationship between participative management and mental health secretaries[6].

### Review of Literature

Research results Luc and Jones (2008) nursing units in four hospitals in the United States was to represent the fact that units that apply to collaborative leadership style, a high level of correlation between low levels of job stress among employees and staff there. It reduces stress, thus reducing burnout and improving nursing care and increase employee satisfaction is Suggests a dynamic management system which has an important role in the development of participatory management. Because of their excellence and employee participation in decision-making and growth of the organization and the morale,

motivation, organizational commitment and job satisfaction to employees [7]. In their study concluded that The lack of mental health and anxiety can lead to greater commitment On the other hand, depression and Share highly organizational commitment, emotional exhaustion and psychological disorders are linked study of the impact of participatory management and traditional on job satisfaction, Interest and commitment to the satisfaction of patients and nurses in the nursing profession has done. In this study were selected from five hospitals in Pennsylvania each hospital will facilitate to run both traditional and participatory management. The results showed that it was conducted in partnership with management, Nurses' job satisfaction and patient satisfaction [8]. Continuing interest in and commitment to the nursing profession and the nurse turnover is greater. Research states that Participative management, reducing costs and offering better with higher quality and increased motivation of employees Followed by job satisfaction and organizational commitment is created. In a study by Smith in 1993 about the relationship between employee participation and success in English was performed in 14 companies, which were The company's key success factors, Strong commitment and participation of employees in the performance of duties Nays trim in 1990, in his research on the relationship between managers and subordinates do and the importance Confirmed, it can be concluded that the heads of their subordinates by giving more More attention, more support, Other sources provide better information and greater commitment to the partnership and organizational commitment to their subordinates mutually react In 1983, research on the impact of participation in decision-making and reduce the employment pressure has been performed by Suzanne Jackson Participation in decision making is a determining factor reducing job stress In their study, as the relationship between participation in decision-making and organizational commitment among executives conducted authority, 139 head were measured with the scale of participation in decision-making[9] Results showed that the groups have been involved in the decision to commit significantly higher than managers who did not participate in the decision making of the show [10].The results of their investigation into the role of participation in decision making to improve and enhance the organizational commitment are emphasized. According to Myers, participation in planning and evaluation and provide appropriate feedback may elicit greater commitment and creativity in people The article states that a mental health agency staff Research shows that participation in management style, seeking to improve mental health Increased collaboration, creativity, reduce aggression among employees leads[11]. The psychological impact of participation in educational organizations and non-academic research shows. Therefore, all managers must be given the opportunity and appropriate staffing levels to ensure adequate management attention to deliberate and Required fields provide for employee participation in corporate governance And psychological needs of the people through participation obtained[12].

#### Research questions

- 1 - Is there a significant relationship between participatory management and mental health?
- 2 - Which of the Partnership prior to the management of mental health is stronger?

#### Research Methodology

This type of cross - correlation is explain the relationship between participative management style and organizational commitment focuses on mental health. The study included all secondary school teachers in the province who have been

working in the 90-89 academic year To investigate the relationship between participative management style, organizational commitment and mental health of teachers from three questionnaires participative management, organizational commitment and mental health has been To investigate the relationship between participative management and participatory management of mental health and mental health of teachers from the two questionnaires were used Inventory management partnership in 2007 by the grace of the five dimensions (decision-making, communication, leadership, and governance structure) is built. Questionnaire contains 26 questions are answered depending on the range of 7 degrees was set and V (decision-making, communication, leadership, structure, and control) are measured. The reliability of the questionnaire, Cranach's alpha method is used, so that the ratios of 0/85 are estimated. Form 28-item questionnaire to measure mental health and general health By Goldberg & Hiller (1979) are presented. The questionnaire as a screening tool may be possible to determine a person's mental disorder. Likert scale was used for grading of the options available (3, 2, 1, 0) are given a score. The mental health score in reverse, meaning that a high score indicates a lower mental health. To estimate the reliability of mental health questionnaire, the Cranach's alpha coefficient was used to perform the calculations; mental health questionnaire reliability coefficient of 0/89 is calculated. Big Audrey and George in Nigeria, reliability and validity in a sample of 277 people with mental health questionnaire, 28 questions assessed the reliability of the 82/0 and Validity 85/0 was Methods for data analysis, descriptive and inferential statistics such as mean, standard deviation, Pearson correlation and multiple regression analysis was performed using the software SPSS statistical software is used.

#### Data Analysis

First question: Is there a significant relationship between participative management and mental health?

**Table 1: Correlation matrix between participative management and mental health**

Variable	Participatory management	
	correlation coefficient	Significance level
Mental Health	185/0-	047/0

According to the above table it can be observed that the correlation between participative management and mental health (-0/185 = r and 0/047 = p) is significant. So we can conclude that the participatory management style, there is a significant negative relationship with mental health, with 95 percent.

Second question:

Which of the predictive collaborative management of mental health is stronger?

To investigate whether the five dimensions of participatory management

How much power for mental health are predictive multiple regression analysis with stepwise method was used for these results is shown in Table 2.

As you can see F value equal to (8/039) at the significance level (0/005) were obtained, thus we conclude that at least one of the variables pre between (aspects of collaborative management) could criterion variables (health mental) to predict However, in order to determine How can criterion predictor variables to predict the beta coefficient is used Given the significant levels can be concluded that, after the decision only after a significant predictor of mental health. This means that it can then predict mental health.

**Table 2: Test results of the regression analysis between participative management and mental health**

		$\beta$	t	Significance level	correlation coefficient	Coefficient of determination	F	Significance level
Variables Predictive	Decision making	208/0-	83/2-	005/0	179/0	032/0	039/8	005/0
	Communications	038/0-	45/0-	64/0				
	Leadership	024/0	30/0	76/0				
	Structure	106/0	32/1	18/0				
	Control	074/0	01/1-	31/0				

Thus, the regression line equation can be written as follows, based on the  $\beta$ .  $Y = (-0/208)$  Decision scores.

Conclusion and Recommendations to investigate the first question: There is a significant relationship between participative management and mental health of teachers, Pearson correlation coefficient method is used, and as was seen in Table 1 show a significant correlation coefficient was obtained. With the rise of participatory management, mental health professionals are also increasing. The findings of the research findings (Karamu, 2009), (Luke & Jones, 2008), (Stump and Farrakhan, 2002) is consistent. In explaining this result, it can be stated that the participation, consultation and feedback from the staff and the ability to integrate ideas and will do all the best. When all staff involved in the implementation of their organization respectable, valuable, effective and efficient, and they share in their fate and success of the organization know. This will enhance organizational commitment in this situation, they rightly feel that Failure or loss reported on the success and profitability of the organization or are an important and effective role, And such person shall be entitled to the full terms of mental health. Investigate the second question: the question of regression analysis to determine predictors of mental health based on participatory management deals with teachers, Show that the partnership management component is the only component of meaningful decisions and can be a predictor of mental health the findings of this study with the findings of Jackson, 1983 is consistent. Level of employee participation in decision-making process has an important role in their mental health. Deciding on ways to achieve goals as a team to achieve a more logical solution would be safer since human capital is considered high in any organization, Interest and value to them and involving them in decision-making can bring positive results. Participatory decision-making [13]. Reduce resistance to change and to reduce the stress levels in general people feel better about themselves in the world around her to express. The partnership can largely as a means to motivate and boost the morale of the employees are motivated. Some researchers believe that lack of employee participation in decision-making and decision-making can be closely associated with increased anxiety, depression, somatic symptoms, have low self-esteem and job satisfaction Participation and employee involvement in the decision making process gives them the opportunity [14]. To get more information have sufficient control over their work environment and meet the goals of the organization will be optimized. Today, most experts and scholars conclude that If you want to create change in a community, If organizations want to be able to force the among the organizations that have consistently achieved success in competition with others are always ahead, note that the forced labor And what makes things Labor organizations must adhere to attempt to achieve its objectives and strengthen this important moment not negligent Management has a key role in the organization solemn responsibility that is upon them.

Should use good management practices provide the cause of God? All human resource management practices with a focus on

modern management and human performance instead of traditional rigid structures, structures that develop encourage the development of innovative approaches, collaborative task and requirements. Participation in large organizations such as education, strong arms to handle many of the problems within the organization will organize The education system in order to run an effective school managers are required to cooperate with their employees, they also contribute to mental health organization to create a pleasant atmosphere to help Therefore, the field managers subordinates to participate in decision Forager dray provide, The observed lack of attention to the views of subordinates in decision-making without commitment leads people to gradually And the organization is vulnerable. So it is appropriate to increase participation and improve management mental health workers of all qualitative and quantitative factors can be used to provide satisfaction to the employees And they also make more efforts to develop the organization [15]. Today managers hope inspired by God and the Koran commands the emphasis is on participation revise their thoughts and ideas using participatory management And the development of more efficient methods to assist organizations in the development of the country [16].

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