Studying the Relationship between Maturity and Participation in the Environmental Organization in Qazvin province

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Abstract

Purpose: The relationship between maturity and participation is studied in the Environmental Organization in Qazvin province.

Methodology: This survey was conducted using descriptive-correlational method. Allen and Mayer's commitment questionnaire, Miner and Smith's motivation questionnaire and Mishra's organizational trust questionnaire were tools of data collection. The statistical population included 55 persons. Data analysis was conducted using SPSS software.

Findings: Members of group R4 had more readiness and offered more suggestions. In other words, the highest number of suggestions is related to group R4 that the members had the highest readiness. Group R3 was the next group that offered more suggestions than group R2. Finally, there was group R1.

Conclusion: Employees who were at a higher maturity level participated more in suggestions and offered a higher number of suggestions. Scores obtained by each person were averaged and the relation with average of scores was explored. The obtained results are as same as sum of scores and individuals with higher maturity participate more in the firm.

Key words: Maturity, Participation, Environmental Organization

Introduction

The classic management approach is not so efficient in the changing and turbulent environment of modern economy. Current functions of management are gradually replaced with a new philosophy in management which believes that employees are the success factor in any organizational activity. Due to apparent changes in the theories and performance of management in the world in current years, new ideas have been proposed for effective and efficient management of organizational activities. Employees' maturity and participation are two major elements that enrich the modern organizations.

In the environmental-situational management theory, maturity is defined as the ability to create superior and achievable purposes with the motivation to gain success, interest and the ability to accept responsibility, training, and experience in an individual or a group (Heresy & Blanchard, 2008: 65).

Participatory management that is based on value and scientific assumptions and certain empirical results is one of the new thoughts that has seriously been employed in large industrial and commercial systems in the last twenty years. It has been accompanied by favorable material and spiritual consequences (Tehrani, 2003).

Participation and participatory management means involvement of employees in the process of decision making, inviting all people to strategic thinking and accepting individual responsibility for the quality of their work and productions, supporting and rewarding employees' behavior which satisfy the clients and improve organizational performance in their viewpoint. The participatory model does not exclude major supervision over employees' education and guidance as well as self-control (ibid.).

Literature Review
Maturity
Maturity means to reach the destination, whether it is place, time, or a certain task and sometimes approaching the destination is intended although it does not reach the end (the Quran dictionary, 2007).

Maturity shows development of more complicated thinking processes (that are referred to as formal rational acts) which include symbolic thoughts (thinking about the possibilities), the ability to argument among the trained and recognized principles and the individual's new ideas and questions, the ability to consider others' viewpoints in terms of their different characteristics (through argument, negotiation of ideas and different opinions) and the ability to think about the processes of decision making (Azerbaijani, 2007).

Participation
It is difficult to define participation, because this term does not have a similar meaning among different cultures and work relations systems. In other words, participation in decision making is conceived as a unit concept but it is realized in different ways (Kotton et al., 1988). For this reason, people understand participation differently.

Therefore, this term can be redefined given to its various aspects. From this viewpoint, participation can be regarded as the process of employees' involvement in strategic/tactical decisions of the organization that are occurred formally/informally in direct/indirect form and with a certain degree and level (Rahnavard, 1998).

Employees' empowerment
Empowerment has general and special meanings and numerous interpretations. This variety of definitions and approaches has made it difficult to be an integrated concept so that factors such as internal motivation, understanding and commitment, job structure, power or authority transfer and sharing the resources and information have been used in definitions of empowerment. Indeed, empowerment is a continuous process that is analyzed in a dynamic environment at different levels. It refers to motivational or psychological topics, structural changes, cultural and historical elements and the current values and attitudes in the organizational context.

Employees' empowerment is a group of systems, methods and measures that are employed via developing capabilities and competencies of people to improve and enhance productivity, growth and prosperity of the organization and manpower given to purposes of the organization (Carter, 2001).

Research hypotheses

Primary hypothesis: There is a relationship between employees' readiness and participation in the Environmental Organization.

Secondary hypotheses
1. Employees who have higher work experience participate more in the organization.
2. Employees who have higher knowledge participate more in the organization.
3. Employees who have higher skills participate more in the organization.
4. Employees who have a high commitment to the organization participate more in the organization.
5. Employees who have a high motivation participate more in the organization.
6. Employees who have a high confidence in organization participate more in the organization.
7.
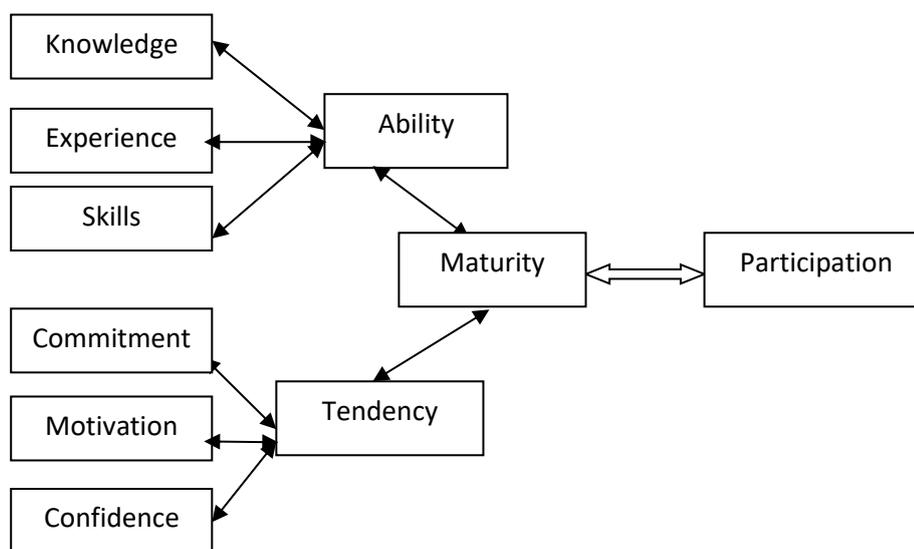
Conceptual model of the survey

Methodology

This survey was conducted using descriptive-correlational method. Historical study and Allen and Mayer's commitment questionnaire, Miner and Smith's motivation questionnaire and Mishra's organizational trust questionnaire were tools of data collection. The statistical population included 55 employees of the Environmental Organization in Qazvin province. All employees were asked to participate in the survey, because it is a field study. Hence, there was no sampling. Validity of the questionnaires was confirmed through content validity by the experts. The collected data were analyzed using descriptive statistics and SPSS software.

Table 1. Distribution of maturity scores and the suggestions received from employees

Row	Motivation	Confidence	Commitment	Knowledge	Experience	Skills	Suggestion	Maturity
1	47	39	83	18	25	30	13	242

Row	Motivation	Confidence	Commitment	Knowledge	Experience	Skills	Suggestion	Maturity
2	47	43	83	18	20	15	13	226
3	53	38	82	10	25	12	15	220
4	48	50	81	18	25	30	11	252
5	43	47	79	8	25	9	12	211
6	47	39	79	8	25	9	12	207
7	45	46	78	10	25	9	12	213
8	34	46	77	12	10	3	8	182
9	22	24	76	12	11	6	11	151
10	39	50	76	18	20	9	13	212
11	49	40	76	8	25	9	14	207
12	49	47	76	14	20	21	14	227
13	34	43	75	8	15	3	7	178
14	36	39	75	8	14	3	7	175
15	38	27	74	8	13	3	8	163
16	36	48	73	8	15	2	6	182
17	37	40	72	8	15	4	7	176
18	35	37	71	12	12	1	9	168
19	44	36	70	8	15	2	8	175
20	34	36	64	8	20	6	9	168
21	37	33	64	14	22	3	6	173
22	45	48	64	14	13	2	9	186
23	37	33	63	12	24	3	8	172
24	46	50	63	8	16	3	9	186
25	35	25	62	12	20	9	8	163
26	27	38	61	12	15	3	10	156
27	27	38	61	18	10	6	9	160
28	36	42	57	18	26	3	8	182
29	38	40	57	8	25	6	7	174
30	40	40	57	8	28	3	8	176
31	41	38	57	8	25	6	9	175
32	37	47	53	12	23	3	7	175
33	31	34	48	8	5	1	1	127
34	32	43	47	12	18	6	8	158
Row	Motivation	Confidence	Commitment	Knowledge	Experience	Skills	Suggestion	Maturity
35	35	40	47	18	16	3	7	159
36	32	38	46	8	5	2	2	131
37	30	40	45	12	9	1	4	137
38	30	38	44	8	8	1	1	129
39	32	45	41	8	8	1	0	135
40	32	37	39	8	6	1	0	123
41	30	36	59	12	6	5	8	148
42	42	40	58	18	3	5	4	166
43	35	41	59	18	9	8	7	170
44	33	40	60	18	3	6	6	160

45	34	39	53	8	0	1	4	135
46	36	46	49	18	6	7	5	162
47	38	33	50	8	0	1	1	130
48	38	41	48	8	0	2	4	137
49	38	40	46	18	6	7	6	155
50	35	35	49	8	0	1	4	128
51	40	41	46	18	3	8	8	156
52	40	36	45	18	6	6	9	151
53	45	42	41	8	0	0	3	136
54	45	39	40	8	0	0	4	132
55	44	51	50	18	3	7	9	173
Sum of scores	2090	2202	3349	652	742	316	412	9351
Average of scores	40.19	42.35	64.40	12.54	14.27	6.08	7.92	179.83
Correlation	0.50085	0.186	0.779	0.293	0.680	0.639		

As Table 4-46 shows, all employees were considered as the statistical population. The score of knowledge, experience, skills, commitment, motivation, and confidence related to each employee was inserted in the table and sum of scores of each person indicates his/her maturity level. Also, number of suggestions of each person was inserted in the table. Analysis of data revealed that there is a relationship between maturity and participation and whatever people are more matured, their participation is higher.

Conclusion

The results with regard to experience revealed that those who have less work experience participated less in offering the suggestions but those with higher work experience participated more in the organization. Therefore, secondary hypothesis 2, i.e. there is a relationship between experience and participation is confirmed. This relationship is positive and direct.

With regard to skills, the obtained results showed that there is a significant relationship between employees' skills and participation in the suggestions system. People who had more skills offered more suggestions. Thus, secondary hypothesis 3 is confirmed. The relationship is positive and direct.

Given to the statistical results, it was determined that there is a relationship between suggestion offering and motivation at different levels. It means that employees with high motivation play a major role in offering the suggestions. Thus, secondary hypothesis 4 is confirmed and the relationship is positive and direct.

Also, there is a relationship between commitment and suggestion offering and employees who are highly committed participate more but those with less commitment participate less. Thus, secondary hypothesis 5 is confirmed and the relationship is positive and direct.

The results about confidence aspect disclosed that employees who have a higher confidence in the organization participate more and offer more suggestions than others. Therefore, secondary hypothesis 6 is confirmed and the relationship is positive and direct.

Finally, the primary hypothesis, i.e. the relationship between employees' maturity and participation is confirmed. This relationship is positive and direct equal to 0.62.

Having explored the above factors in the statistical population under study and based on the scores obtained by each person, two factors of ability and tendency were classified in groups R1 to R4 based on Heresy and Blanchard's model. According to this, 25% of employees were in group R4, 35% in group R3, 25% in group R2 and 15% in group R1. Those who had low scores in both factors were grouped in group R1; those with high tendency and low ability in group R2; those with high ability and low tendency in group R3; and those with high ability and high tendency in group R4. Then, the number of offered suggestions was divided into its class based on these groups and the following results were obtained.

Those who had more readiness in group R4 offered more suggestions. In other words, the highest number of suggestions was related to members of group R4. Members of this group had the highest readiness level. The second group was R3 where the members offered more suggestions than group R2. The last one was group R1 with the least number of suggestions. Also, the results of exploring sum of obtained scores in both factors of ability and tendency revealed that employees who are at a higher maturity level participate more in offering the suggestions. Average value of scores of each person was calculated and this was studied with the relationship between maturity and participation and the results were similar to sum of scores. Employees with a higher maturity level participate more in the organization.

Considering Heresy and Blanchard's model, distribution of employees under study in groups R1, R2, R3 and R4 are as follows:

R3	35%	R1	15%
R4	25%	R2	25%

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