

**PARTICIPATORY MANAGEMENT AND ITS RELATIONSHIP TO
ORGANIZATIONAL COMMITMENT IN FEMALE
GOVERNMENT HIGH SCHOOLS IN MASHHAD, IRAN**

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**FACULTY OF EDUCATION
UNIVERSITY OF MALAYA**

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TO ORGANIZATIONAL COMMITMENT IN FEMALE
GOVERNMENT HIGH SCHOOLS IN MASHHAD, IRAN**

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**THESIS SUBMITTED IN FULFILLMENT
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There are three revolutions in management. First separate management from ownership; second establish hierarchy and third have participatory management.

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ORIGINAL LITERARY WORK DECLARATION**

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Field of Study/Dissertation:

Educational management planning and policy

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DEDICATION

This dissertation is dedicated foremost to my husband, Ali Akbar and to our children, Farzaneh and Moein. Their love, support, and encouragement throughout this academic research journey have meant everything to me.

This dissertation is likewise dedicated to all teachers whose devotion and commitment to education is invaluable.

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ABSTRACT

Participatory management (PM) is a process in which subordinates share a significant degree of decision-making power with their immediate superiors. Organizational commitment (OC), however, is a vital component in any effective organization which could be exploited to fully realize the potential of human resources. The primary purpose of this study was to examine the extent of the relationship between participatory management and organizational commitment within the purview of school-based management in female government high schools in Mashhad district in Iran. In addition, problems and constraints affecting the use of participatory management, together with the variations that occur with regard to the different districts, teachers' age-groups and teaching experience of teachers, were examined to find out if the said variance had any effect on PM. The sample for the study consisted of 903 teachers randomly drawn from female government high schools in seven big districts in Mashhad, Iran. Data were obtained by survey method using a set of questionnaires. Data were analyzed using correlation, regression, analysis of variance (ANOVA) and multivariate analysis of variance (MANOVA). The results of this study showed that there was a high level of participatory management in female government high schools in Mashhad city. In fact, female teachers were not denied in any way from participatory management in Iranian schools. The mean values obtained in the analysis were at prominent or favorable level for each of the fourteen components of participatory management except for the Share power (PM4) component. The highest mean value was for the Respect (PM12) component whereas the lowest mean value was for the Share power (PM4) component. The findings of this research study also indicated that there was a high level of organizational commitment among the female teachers and they reflected positive commitment in their workplace. The mean values were prominent and at a favorable level for each of the nine components of organizational commitment. The highest mean value was for the Involvement (OC9) component whereas the lowest mean value was for the Stabilizing (OC2) component. The results showed that there was a positive correlation between PM and OC in all the seven districts in Mashhad. ANOVA results showed that there were significant differences for PM and OC by educational level, age group and years of service. This study is significant when making policy decisions in high level management and it has shown that when there is greater participation in management, there is a corresponding increase in the teachers' productivity and commitment in Iranian female schools. The findings of this study have expanded the understanding on factors which could affect teachers' productivity and efficiency. Future study should however include all types of schools in Iran.

ABSTRAK

Pengurusan secara penyertaan (PSP) adalah satu proses di mana kakitangan berkongsi kuasa dalam membuat keputusan secara bersama dengan pihak pentadbiran atasan. PSP dan perkongsian kuasa secara individu dan secara pasukan merupakan dua komponen dalam strategi korporat yang baru. Tambahan pula, komitmen organisasi (KO) merupakan komponen penting di dalam mana-mana organisasi yang berkesan. Dengan mengeksploitasikan komitmen ini secara teratur, ia boleh merealisasikan potensi sumber tenaga. Tujuan utama kajian ini adalah untuk mengkaji sejauh mana PSP dan KO boleh memberi kesan dalam pentadbiran sekolah-sekolah kerajaan wanita di daerah Mashhad di Iran. Selain itu, masalah dan halangan yang mempengaruhi PSP, serta variasi yang berlaku kerana lokasi, usia dan pengalaman mengajar akan dikaji dengan teliti untuk mengenal pasti pengaruhnya terhadap PSP. Seramai 903 guru-guru wanita yang mengajar di sekolah-sekolah kerajaan telah menjadi sampel dalam kajian ini. Kajian menggunakan tinjauan (survey) dianalisis untuk mendapatkan korelasi, regresi dan variance (ANOVA & MANOVA). Kajian ini telah menunjukkan bahawa terdapat PSP yang tinggi dalam pentadbiran sekolah-sekolah kerajaan wanita di daerah Mashhad. Sebenarnya, wanita tidak dipinggirkan dalam isu PSP. Nilai purata yang terdapat melalui analisis adalah baik untuk 14 komponen PSP kecuali komponen berkongsi kuasa (PSP4). Nilai purata yang tinggi adalah untuk komponen 'Hormat' manakala nilai purata yang terendah adalah untuk komponen Berkongsi Kuasa. Dapatan-dapatan kajian ini telah menunjukkan bahawa KO dalam kalangan guru wanita adalah positif di tempat kerja mereka. Nilai purata yang tinggi wujud bagi 9 komponen dalam KO. Nilai purata yang tertinggi adalah untuk komponen Penglibatan, manakala nilai purata yang terendah adalah untuk komponen 'Penstabilan'. Keputusan juga menunjukkan bahawa terdapat korelasi yang positif antara PSP dan KO di semua tujuh daerah di Mashhad. Analisis ANOVA menunjukkan bahawa terdapat perbezaan ketara di antara PDP dan KDO dari segi peringkat pendidikan, usia dan pengalaman mengajar. Kajian ini penting dan bermakna kerana dapatan boleh digunakan semasa membuat keputusan dalam pengurusan di peringkat Kementerian. Kajian ini telah menunjukkan bahawa apabila pengurusan secara penyertaan meningkat, daya pengeluaran para guru juga turut meningkat. Tambahan pula, kajian ini telah memberi satu fahaman secara mendalam mengenai factor-faktor yang mempengaruhi daya pengeluaran dan komitmen guru. Adalah disyorkan bahawa kajian yang akan datang meliputi semua jenis sekolah di Iran.

List of Abbreviation

SBM	School-Based Management
MOE	Ministry of Education
TTC	Teachers Training Centers
PM	Participatory Management
PM0	Overall Participatory Management
PM1	Trust
PM2	Decision making
PM3	Team work
PM4	Share power
PM5	Motivation
PM6	Communication
PM7	Involvement
PM8	Collaboration
PM9	Democracy
PM10	Transparency
PM11	Innovation
PM12	Respect
PM13	Problem solving
PM14	Identify common goal
PM15	Equalitarian
OC	Organizational Commitment
OC0	Overall Organizational Commitment
OC1	Willing to exert effort
OC2	Stabilizing
OC3	Loyalty and allegiance
OC4	Maintaining membership
OC5	Attachment
OC6	Feeling of obligation to the organization
OC7	Identification and internalization value
OC8	Identification and acceptance goal
OC9	Involvement
Edu	Educational level
Age	Age group
YS	Years of Service
YSS	Years of Service in School

Table of Contents

<i>Original Literary Work Declaration</i>	iv
<i>Dedication</i>	v
<i>Acknowledgements</i>	vi
<i>Abstract</i>	vii
<i>Abstrak</i>	viii
<i>List of Abbreviations</i>	ix
<i>Table of Contents</i>	x
<i>List of Figures</i>	xv
<i>List of Tables</i>	xix

CHAPTER ONE: INTRODUCTION

1.1	Background of the study	1
1.2	Statement of the Problem	5
1.3	Theories, Conceptual Framework, Related Theoretical Propositions of the study	11
1.4	Purpose and Objectives of the Study	32
1.5	Research Questions	33
1.6	Significance of the Study	34
1.7	Limitations of the Study	36
1.8	Definition of Terms	37
1.8.1	Female Government High School	37
1.8.2	School Management	37
1.8.3	School-Based Management	38
1.8.4	Participatory Management	38
1.8.5	Organizational Commitment	41
1.8.6	School Structure in IRAN	42

CHAPTER TWO: LITRATURE REVIEW

2.1	Introduction	44
2.2	Concept of Participatory Management	44
2.2.1	Trust	49
2.2.2	Decision Making	51
2.2.3	Team Work	52
2.2.4	Share Power	54
2.2.5	Motivation	55
2.2.6	Communication	56
2.2.7	Involvement	57
2.2.8	Collaboration	58
2.2.9	Democracy	60
2.2.10	Transparency	61
2.2.11	Innovation	63

2.2.12	Respect	64
2.2.13	Problem Solving	65
2.2.14	Identifying common goal	67
2.2.15	Equalitarian	68
2.3	Why Participatory Management?	69
2.4	Barriers to Participatory Management	70
2.5	Advantages of Using Participatory Management	71
2.6	Characteristics of Participatory Management	74
2.7	Historical Developments in Participatory Management	74
2.8	Research on Participatory Management	77
2.9	Research on Participatory Management in the Context of Iran	80
2.10	Research on Participatory Management in the Context of Malaysia	81
2.11	Concept of Organizational Commitment	83
2.11.1	Willing to exert effort	86
2.11.2	Stabilizing	87
2.11.3	Loyalty and allegiance	87
2.11.4	Maintaining membership	88
2.11.5	Attachment	88
2.11.6	Feeling of obligation to the organization	89
2.11.7	Identification and internalization value	89
2.11.8	Identification and Acceptance Goal	90
2.11.9	Involvement	91
2.12	Historical Developments in Organizational Commitment	92
2.13	Research on Organizational Commitment	96
2.14	Research on Organizational Commitment in the Context of Iran	103
2.15	Research on Organizational Commitment in Context of Malaysia	104
2.16	Relation between Participatory Management and Organizational Commitment	106
2.17	Overall Summary	109

CHAPTER THREE: METHODOLOGY

3.1	Introduction	111
3.2	Research Design	112
3.3	Population and Sampling Procedure	113
3.4	Sample Size	114
3.5	Research Instruments	115
3.6	Pilot Study	116
3.7	Scaling of the Research Variables	124
3.7.1	An Example of the Procedure	125
3.8	Data Collection Procedure	127
3.9	Data Analysis Procedure	128
3.10	Overall Summary	128

CHAPTER FOUR: DATA ANALYSIS

4.1	Introduction	130
4.2	Finding of Research Related to Question Number 1	130
4.2.1	Overall Results Concerning Participatory Management	130

4.2.2	Trust Component of Participatory Management (PM1)	134
4.2.3	Decision Making Component of Participatory Management (PM2)	138
4.2.4	Team Working Component of Participatory Management (PM3)	142
4.2.5	Share Power Component of Participatory Management (PM4)	145
4.2.6	Motivation Component of Participatory Management (PM5)	149
4.2.7	Communication Component of Participatory Management (PM6)	153
4.2.8	Involvement Component of Participatory Management (PM7)	157
4.2.9	Collaboration Component of Participatory Management (M8)	161
4.2.10	Democracy Component of Participatory Management (M9)	164
4.2.11	Transparency Component of Participatory Management (PM10)	168
4.2.12	Innovation Component of Participatory Management (PM11)	172
4.2.13	Respect Component of Participatory Management (M12)	175
4.2.14	Problem Solving Component of Participatory Management (PM13)	179
4.2.15	Identifying Common Goal Component of Participatory Management (PM14)	183
4.2.16	Equalitarian Component of Participatory Management (PM15)	187
4.3	Finding of Research Related to Question Number 2	190
4.3.1	Overall Results Concerning Organizational Commitment (OC0)	191
4.3.2	Willing to Exert Effort Component of Organizational Commitment (OC1)	194
4.3.3	Stabilizing Component of Organizational Commitment (OC2)	198
4.3.4	Loyalty and Allegiance Comp. of Organizational Commitment (OC3)	201
4.3.5	Maintaining Membership Component of Organizational Commitment (OC4)	205
4.3.6	Attachment Component of Organizational commitment (OC5)	208
4.3.7	Feeling of Obligation to the Organization Component of Organizational Commitment (OC6)	212
4.3.8	Identification and Internalization Value Component of Organizational Commitment (OC7)	216
4.3.9	Identification and Acceptance Goal Component of Organizational Commitment (OC8)	220
4.3.10	Involvement Component of Organizational Commitment (OC9)	224
4.4	Finding of Research Related to Question Number 3	228
4.4.1	Overall Results Concerning Relationship Participatory Management (PM) and Organizational Commitment (OC)	229
4.4.2	Results Concerning Relationship Participatory Management (PM) and Willing to Exert Effort (OC1)	238
4.4.3	Results Concerning Relationship Participatory Management (PM) and Stabilizing (OC2)	245
4.4.4	Results Concerning Relationship Participatory Management (PM) and Loyalty and Allegiance (OC3)	251
4.4.5	Results Concerning Relationship Participatory Management (PM) and Maintaining Membership (OC4)	258
4.4.6	Results Concerning Relationship Participatory Management (PM) and Attachment (OC5)	265

4.4.7	Results Concerning Relationship Participatory Management (PM) and Feeling of Obligation to the Organization (OC6)	272
4.4.8	Results Concerning Relationship Participatory Management (PM) and Identification and Internalization Value (OC7)	278
4.4.9	Results Concerning Relationship Participatory Management (PM) and Identification goal (OC8)	258
4.4.10	Results Concerning Relationship Participatory Management (PM) and Involvement (OC9)	291
4.5	Descriptive Statistics of Teachers' Demography	298
4.6	Finding of Research Related to Question Number 4[Part 1 Participatory Management (PM)]	301
4.6.1	Differences of Participatory Management (PM) by Educational Level	302
4.6.2	Differences of Participatory Management (PM) by Age Group	303
4.6.3	Differences of Participatory Management (PM) by Years of Service	305
4.6.4	Differences of Participatory Management (PM) by Years of Service in School	306
4.6.5	Differences of Participatory Management (PM) by Teaching Experience	306
4.7	Finding of Research Related to Question Number 4 [Part 2 Organizational Commitment (OC)]	307
4.7.1	Differences of Organizational Commitment (OC) by Educational Level	308
4.7.2	Differences of Organizational Commitment (OC) by Age Group	309
4.7.3	Differences of Organizational Commitment (OC) by Years of Service	310
4.7.4	Differences of Organizational Commitment (OC) by Years of Service in School	312
4.7.5	Differences of Organizational Commitment (OC) by Teaching Experience	312
4.8	Finding of Research Related to Question Number Five	314
4.9	Overall Summary	320
 <i>CHAPTER FIVE: SUMMARY, DISCUSSION AND CONCLUSION</i>		
5.1	Introduction	321
5.2	Overall Summary of Research Findings	322
5.3	Discussion of the Findings	338
5.4	Implications of the Findings	342
5.5	Suggestions for Further Study	344
5.6	Conclusion	345
<i>REFERENCES</i>		347
 <i>APPENDIX</i>		390
Appendix A	The English Questionnaire	391
Appendix B	Component of Participatory Management and Organizational Commitment	400
Appendix C	The Persian Questionnaire	411
Appendix D	ANOVA Comparing PM Components and Educational Level	420

Appendix E	ANOVA Comparing PM Components and Educational Level in Seven Districts	421
Appendix F	ANOVA Comparing PM Components and Age Group	422
Appendix G	ANOVA Comparing PM Components and Age Group in Seven Districts	423
Appendix H	ANOVA Comparing PM Components and Years of Service	425
Appendix I	ANOVA Comparing PM Components and Years of Service in School	426
Appendix J	ANOVA Comparing PM Components and Years of Service in School	429
Appendix K	ANOVA Comparing PM Component and Years of Service in School in Seven Districts	430
Appendix L	ANOVA Comparing PM Components by Teachers' Teaching Experience in Seven Districts	430
Appendix M	ANOVA Comparing PM Components and Teaching Experience	431
Appendix N	ANOVA Comparing OC Components and Educational Level	432
Appendix O	ANOVA Comparing OC Components and Educational Level in Seven Districts	432
Appendix P	ANOVA Comparing OC Components and Age Group	433
Appendix Q	ANOVA Comparing OC Components and Age Group in Seven Districts	433
Appendix R	ANOVA Comparing OC Components and Years of Service	435
Appendix S	ANOVA Comparing OC Components and Years of Service in Seven Districts	435
Appendix T	ANOVA comparing OC Components and Years of Service in School	436
Appendix U	ANOVA Comparing OC Components and Years of Service in School in Seven Districts	437
Appendix V	ANOVA Comparing OC Components and Teaching Experience	437
Appendix W	ANOVA Comparing OC Components and Teaching Experience in Seven Districts	438

List of Figures

Figure 1.1	Conceptual framework of the study indicating the possible relationships between participatory management and organizational commitment and their constituent components	12
Figure 1.2	Possible correlated components and possible consequences in participatory management	15
Figure 1.3	Possible correlated components and possible consequences in organizational commitment	16
Figure 4.1	Boxplot comparisons of participatory management score of the seven districts in Mashhad	133
Figure 4.2	Boxplot comparisons of Trust component score of the seven districts in Mashhad	135
Figure 4.3	The size percentage for each of the five items in the Trust component	137
Figure 4.4	Boxplot comparisons of Decision making component score of the seven districts in Mashhad	139
Figure 4.5	The size percentage for each of the five items in the Decision making component	141
Figure 4.6	Boxplot comparisons of Team working component score of the seven districts in Mashhad	143
Figure 4.7	The size percentage for each of the seven items in the Team working component	144
Figure 4.8	Boxplot comparisons of Share power component score of the seven districts in Mashhad	147
Figure 4.9	The size percentage for each of the seven items in the Share power component	148
Figure 4.10	Boxplot comparisons of Motivation component score of the seven districts in Mashhad	151
Figure 4.11	The size percentage for each of the seven items in the Motivation component	152
Figure 4.12	Boxplot comparisons of Communication component score of the seven districts in Mashhad	154
Figure 4.13	The size percentage for each of the six items in the Communication component	156
Figure 4.14	Boxplot comparisons of Involvement component score of the seven districts in Mashhad	158
Figure 4.15	The size percentage for each of the nine items in the Involvement component	160
Figure 4.16	Boxplot comparisons of Collaboration component score of the seven districts in Mashhad	162
Figure 4.17	The size percentage for each of the five items in the Collaboration component	163
Figure 4.18	Boxplot comparisons of Democracy component score of the seven districts in Mashhad	165

Figure 4.19	The size percentage for each of the six items in the Democracy component	167
Figure 4.20	Boxplot comparisons of Transparency component score of the seven districts in Mashhad	169
Figure 4.21	The size percentage for each of the seven items in the Transparency component	171
Figure 4.22	Boxplot comparisons of Innovation component score of the seven districts in Mashhad	173
Figure 4.23	The size percentage for each of the six items in the Innovation component	174
Figure 4.24	Boxplot comparisons of Respect component score of the seven districts in Mashhad	176
Figure 4.25	The size percentage for each of the six items in the Respect component	178
Figure 4.26	Boxplot comparisons of Problem solving component score of the seven districts in Mashhad	180
Figure 4.27	The size percentage for each of the five items in the Problem solving component	182
Figure 4.28	Boxplot comparisons of Identifying common goal component score of the seven districts in Mashhad	184
Figure 4.29	The size percentage for each of the eight items in the Identifying common goal component	186
Figure 4.30	Boxplot comparisons of Equalitarian component score of the seven districts in Mashhad	188
Figure 4.31	The size percentage for each of the seven items in the Equalitarian component	189
Figure 4.32	Boxplot comparisons of organizational commitment score of the seven districts in Mashhad	193
Figure 4.33	Boxplot comparisons of Willing to exert effort Component score of the seven districts in Mashhad	195
Figure 4.34	The size percentage for each of the five items in the Willing to exert effort component	197
Figure 4.35	Boxplot comparisons of Stabilizing component score of the seven districts in Mashhad	199
Figure 4.36	The size percentage for each of the four items in the Stabilizing component	200
Figure 4.37	Boxplot comparisons of Loyalty and allegiance component score of the seven districts in Mashhad	202
Figure 4.38	The size percentage for each of the five items in the Loyalty and allegiance component	204
Figure 4.39	Boxplot comparisons of Maintaining membership component score of the seven districts in Mashhad	206
Figure 4.40	The size percentage for each of the five items in the Maintaining membership component	207
Figure 4.41	Boxplot comparisons of Attachment component score of the seven districts in Mashhad	210

Figure 4.42	The size percentage for each of the six items in the Attachment component	211
Figure 4.43	Boxplot comparisons of Feeling of obligation to the Organization component score of the seven districts in Mashhad	214
Figure 4.44	The size percentage for each of the six items in the Feeling of obligation to the organization component	215
Figure 4.45	Boxplot comparisons of Identification and internalization value component score of the seven districts in Mashhad	218
Figure 4.46	The size percentage for each of the five items in the Identification and internalization value component	219
Figure 4.47	Boxplot comparisons of Identification and acceptance goal component score of the seven districts in Mashhad	222
Figure 4.48	The size percentage for each of the five items in the Identification and acceptance goal component	223
Figure 4.49	Boxplot comparisons of Involvement component score of the seven districts in Mashhad	226
Figure 4.50	The size percentage for each of the five items in the Involvement component	227
Figure 4.51	Scatter plot of participatory management (PM) and organizational commitment (OC), $r = 0.57$	235
Figure 4.52	Scatter plot of participatory management (PM) and Willing to exert effort (OC1), $r = 0.57$	242
Figure 4.53	Scatter plot of participatory management (PM) and Stabilizing (OC2), $r = 0.57$	249
Figure 4.54	Scatter plot of participatory management (PM) and Loyalty and allegiance (OC3), $r = 0.53$	256
Figure 4.55	Scatter plot of participatory management (PM) and Maintaining membership (OC4), $r = 0.48$	263
Figure 4.56	Scatter plot of participatory management (PM) and Attachment (OC5), $r = 0.53$	269
Figure 4.57	Scatter plot of participatory management (PM) and Feeling of obligation to the organization (OC6), $r = 0.48$	276
Figure 4.58	Scatter plot of participatory management (PM) and Identification and internalization value (OC7), $r = 0.48$	283
Figure 4.59	Scatter plot of participatory management (PM) and Identification and acceptance goal (OC8), $r = 0.48$	289
Figure 4.60	Scatter plot of participatory management (PM) and Involvement (OC9), $r = 0.48$	296
Figure 4.61	The linear Figure of mean scores of participatory management and educational levels	303
Figure 4.62	The linear Figure of mean scores of participatory management and age group	304
Figure 4.63	The linear Figure of mean scores of participatory management and years of service	305
Figure 4.64	The linear Figure of mean scores of organizational commitment and educational levels	308

Figure 4.65	The linear Figure of mean scores of organizational commitment and age group	310
Figure 4.66	The linear Figure of mean scores of organizational commitment and years of service	311
Figure 4.67	The box Figure of the scores distribution of the constraints in implementing participatory management in seven districts in Mashhad	316
Figure 4.68	The size percentage for each of the thirteen items of the constraints in implementing participatory management	319

List of Tables

Table 1.1	Components of Participatory Management (PM)	18
Table 1.2	Components of Organizational Commitment (OC)	27
Table 1.3	The Link Between Objectives and Research Questions	34
Table 3.1	The Characteristic of Seven Districts in Mashhad	114
Table 3.2	Cronbach Alpha Values of Reliability for Components of PM and OC	118
Table 3.3	The Items of Democracy in Questionnaire	125
Table 3.4	Data Analysis Procedure	129
Table 4.1	Overall Results Regarding Mean Value and t-test Value	131
Table 4.2	Mean Value of the Participatory Management in the Seven Districts in Mashhad	132
Table 4.3	Result of t-test Value for Participatory Management in Seven Districts in Mashhad	134
Table 4.4	Mean Value of the Trust Component in Seven Districts in Mashhad	134
Table 4.5	Percentage for Responses on Trust Component by the Teachers	136
Table 4.6	Result of t-test Value for Trust Component Generally and Separately in Seven Districts in Mashhad	137
Table 4.7	Mean Value of the Decision Making Component in Seven Districts in Mashhad	138
Table 4.8	Percentage for Responses on Decision Making Component by the Teachers	140
Table 4.9	Result of t-test Value for Decision Making Component Generally and Separately in Seven Districts in Mashhad	141
Table 4.10	Mean Value of the Team Working Component in Seven Districts in Mashhad	142
Table 4.11	Percentage for Responses on Team Working Component by the Teachers	144
Table 4.12	Result of t-test Value for Team Working Component Generally and Separately in Seven Districts in Mashhad	146
Table 4.13	Mean Value of the Share Power Component in Seven Districts in Mashhad	146
Table 4.14	Percentage for Responses on Share Power Component by the Teachers	148
Table 4.15	Result of t-test Value for Share Power Component Generally and Separately in Seven Districts in Mashhad	149
Table 4.16	Mean Value of the Motivation Component in Seven Districts in Mashhad	150
Table 4.17	Percentage for Responses on Motivation Component by the Teachers	152
Table 4.18	Result of t-test Value for Motivation Component Generally and Separately in Seven Districts in Mashhad	153
Table 4.19	Mean Value of the Communication Component in Seven Districts in Mashhad	154
Table 4.20	Percentage for Responses on Communication Component by the Teachers	155

Table 4.21	Result of <i>t-test</i> Value for Communication Component Generally and Separately in Seven Districts in Mashhad	156
Table 4.22	Mean Value of the Involvement Component in Seven Districts in Mashhad	157
Table 4.23	Percentage for Responses on Involvement Component by the Teachers	159
Table 4.24	Result of <i>t-test</i> Value for Involvement Component Generally and Separately in Seven Districts in Mashhad	160
Table 4.25	Mean Value of the Collaboration Component in Seven Districts in Mashhad	161
Table 4.26	Percentage for Responses on Collaboration Component by the Teachers	163
Table 4.27	Result of <i>t-test</i> Value for Collaboration Component Generally and Separately in Seven Districts in Mashhad	164
Table 4.28	Mean Value of the Democracy Component in Seven Districts in Mashhad	165
Table 4.29	Percentage for Responses on Democracy Component by the Teachers	166
Table 4.30	Result of <i>t-test</i> Value for Democracy Component Generally and Separately in Seven Districts in Mashhad	167
Table 4.31	Mean Value of the Transparency Component in Seven Districts in Mashhad	168
Table 4.32	Percentage for Responses on Transparency Component by the Teachers	170
Table 4.33	Result of <i>t-test</i> Value for Transparency Component Generally and Separately in Seven Districts in Mashhad	171
Table 4.34	Mean Value of the Innovation Component in Seven Districts in Mashhad	172
Table 4.35	Percentage for Responses on Innovation Component by the Teachers	174
Table 4.36	Result of <i>t-test</i> Value for Innovation Component Generally and Separately in Seven Districts in Mashhad	175
Table 4.37	Mean Value of the Respect Component in Seven Districts in Mashhad	176
Table 4.38	Percentage for Responses on Respect Component by the Teachers	177
Table 4.39	Result of <i>t-test</i> Value for Respect Component Generally and Separately in Seven Districts in Mashhad	178
Table 4.40	Mean Value of the Problem Solving Component in Seven Districts in Mashhad	179
Table 4.41	Percentage for Responses on Problem Solving Component by the Teachers	181
Table 4.42	Result of <i>t-test</i> Value for Problem Solving Component Generally and Separately in Seven Districts in Mashhad	182
Table 4.43	Mean Value of the Identifying Common Goal Component in Seven Districts in Mashhad	183
Table 4.44	Percentage for Responses on Identifying Common Goal Component by the Teachers	185
Table 4.45	Result of <i>t-test</i> Value for Identifying Common Goal Component Generally and Separately in Seven Districts in Mashhad	186

Table 4.46	Mean Value of the Equalitarian Component in Seven Districts in Mashhad	187
Table 4.47	Percentage for Responses on Equalitarian Component by the Teachers	189
Table 4.48	Result of <i>t-test</i> Value for Equalitarian Component Generally and Separately in Seven Districts in Mashhad	190
Table 4.49	Overall Results Regarding Mean Value and <i>t-test</i> Value	191
Table 4.50	Mean Value of the Organizational Commitment in the Seven Districts in Mashhad	192
Table 4.51	Result of <i>t-test</i> Value for Organizational Commitment in the Seven Districts in Mashhad	194
Table 4.52	Mean Value of the Willing to Exert Effort Component in Seven Districts in Mashhad	194
Table 4.53	Percentage for Responses on Willing to Exert Effort Component by the Teachers	196
Table 4.54	Result of <i>t-test</i> value for Willing to Exert Effort Component Generally and Separately in Seven Districts in Mashhad	197
Table 4.55	Mean Value of the Stabilizing Component in Seven Districts in Mashhad	198
Table 4.56	Percentage for Responses on Stabilizing Component by the Teachers	200
Table 4.57	Result of <i>t-test</i> Value for Stabilizing Component Generally and Separately in Seven Districts in Mashhad	201
Table 4.58	Mean Value of the Loyalty and Allegiance Component in Seven Districts in Mashhad	202
Table 4.59	Percentage for Responses on Loyalty and allegiance Component by the Teachers	203
Table 4.60	Result of <i>t-test</i> Value for Loyalty and Allegiance Component Generally and Separately in Seven Districts in Mashhad	204
Table 4.61	Mean Value of the Maintaining Membership Component in Seven Districts in Mashhad	205
Table 4.62	Percentage for Responses on Maintaining Membership Component by the Teachers	207
Table 4.63	Result of <i>t-test</i> Value for Maintaining Membership Component Generally and Separately in Seven Districts in Mashhad	208
Table 4.64	Mean Value of the Attachment Component in Seven Districts in Mashhad	209
Table 4.65	Percentage for Responses on Attachment Component by the Teachers	211
Table 4.66	Result of <i>t-test</i> Value for Attachment Component Generally and Separately in Seven Districts in Mashhad	212
Table 4.67	Mean Value of the Feeling of Obligation to the Organization Component in Seven Districts in Mashhad	213
Table 4.68	Percentage for Responses on Feeling of Obligation to the Organization Component by the Teachers	215
Table 4.69	Result of <i>t-test</i> Value for Feeling of Obligation to the Organization Component Generally and Separately in Seven Districts in Mashhad	216
Table 4.70	Mean Value of the Identification and Internalization Value Component in Seven Districts in Mashhad	217

Table 4.71	Percentage for Responses on Identification and Internalization Value Component by the Teachers	219
Table 4.72	Result of <i>t-test</i> Value for Identification and Internalization Value Component Generally and Separately in Seven Districts in Mashhad	220
Table 4.73	Mean Value of the Identification and Acceptance Goal Component in Seven Districts in Mashhad	221
Table 4.74	Percentage for Responses on Identification and Acceptance Goal Component by the Teachers	223
Table 4.75	Result of <i>t-test</i> Value for Identification and Acceptance Goal Component Generally and Separately in Seven Districts in Mashhad	224
Table 4.76	Mean Value of the Involvement Component in Seven Districts in Mashhad	225
Table 4.77	Percentage for Responses on Involvement Component by the Teachers	227
Table 4.78	Result of <i>t-test</i> Value for Involvement Component Generally and Separately in Seven Districts in Mashhad	228
Table 4.79	Correlation Coefficient Values for Relationship Among the Fifteen Components of Participatory Management (PM) and Nine Components of Organizational Commitment (OC)	231
Table 4.80	Result of Pearson's Correlation of Participatory Management (PM) Components and Organizational Commitment (OC) Generally and Separately in Seven Districts in Mashhad	234
Table 4.81	Regression Coefficients to Explain Participatory Management Components and Organizational Commitment (OC)	236
Table 4.82	General and Separately Liner Relation Between Participatory Management and Each of its Components With OC1	241
Table 4.83	Regression coefficients to explain participatory management (PM) components and Willing to exert effort (OC1)	243
Table 4.84	General and separately liner relation between participatory management and each of its components with OC2	247
Table 4.85	Regression Coefficients to Explain Participatory Management Components and Stabilizing (OC2)	250
Table 4.86	General and Separately Liner Relation Between Participatory Management and Each of its Components With OC3	254
Table 4.87	Regression coefficients to explain participatory managements components and Loyalty and allegiance (OC3)	257
Table 4.88	General and Separately Liner Relation Between Participatory Management and Each of its Components With OC4	261
Table 4.89	Regression Coefficients to Explain Participatory Managements Components and Maintaining Membership (OC4)	264
Table 4.90	General and Separately Liner Relation Between Participatory Management and Each of its Components With OC5	268
Table 4.91	Regression Coefficients to Explain Participatory Management Components and Attachment (OC5)	270
Table 4.92	General and Separately Liner Relation Between Participatory Management and Each of its Components With OC6	275
Table 4.93	Regression Coefficients to Explain Participatory Management	277

	Components and Feeling of Obligation to the Organization (OC6)	
Table 4.94	General and Separately Liner Relation Between Participatory Management and Each of its Components With OC7	282
Table 4.95	Regression Coefficients to Explain Participatory Management Components and Identification and Internalization Value (OC7)	284
Table 4.96	General and Separately Liner Relation Between Participatory Management and Each of its Components With OC8	288
Table 4.97	Regression Coefficients to Explain Participatory Management Components and Identification and Acceptance Goal (OC8)	290
Table 4.98	General and Separately Liner Relation Between Participatory Management and Each of its Components With OC9	294
Table 4.99	Regression Coefficients to Explain Participatory Management Components and Involvement (OC9)	297
Table 4.100	Distribution of Frequencies and Percentages of Teachers' Qualification in General and Separately in Seven Districts	299
Table 4.101	Distribution of Frequencies and Percentages of Teachers' Age Groups in General and Separately in Seven Districts	299
Table 4.102	Frequencies of Years of Service in School in General and Separately in Seven Districts	300
Table 4.103	Frequencies of Years of Service General and Separately in Seven Districts	300
Table 4.104	Frequencies of Teaching Experience General and Separately in Seven Districts	301
Table 4.105	ANOVA Comparing Overall Participatory Management and Educational Level	302
Table 4.106	Mean Scores of Participatory Management and Educational Levels	303
Table 4.107	ANOVA Comparing Overall Participatory Management and Age Group	304
Table 4.108	Mean Scores of Participatory Management and Age Group	304
Table 4.109	ANOVA Comparing Overall Participatory Management and Years of Service	305
Table 4.110	Mean Scores of Participatory Management and Years of Service	305
Table 4.111	ANOVA Comparing Overall Participatory Management and Years of Service in School	306
Table 4.112	ANOVA Comparing Overall Participatory Management and Teaching Experience	307
Table 4.113	ANOVA Comparing Overall Organizational Commitment and Educational Level	308
Table 4.114	Mean Scores of Organizational Commitment and Educational Levels	308
Table 4.115	ANOVA Comparing Overall Organizational Commitment and Age Group	309
Table 4.116	Mean Scores of Organizational Commitment and Age Group	310
Table 4.117	ANOVA Comparing Overall Organizational Commitment and Years of Service	311
Table 4.118	Mean Scores of Organizational Commitment and Years of Service	311
Table 4.119	ANOVA Comparing Overall Organizational Commitment and Years of Service in School	312

Table 4.120	ANOVA Comparing Overall Organizational Commitment and Teaching Experience	312
Table 4.121	MANOVA Comparing Teachers' Demography With Regarding PM and OC	314
Table 4.122	Mean Value of the Constraints in Implementing Participatory Management in Seven Districts in Mashhad	315
Table 4.123	Percentage for Responses on Constraints in Implementing Participatory Management Component by the Teachers	318
Table 4.124	Result of <i>t-test</i> Value of the Constraints in Implementing Participatory Management Generally and Separately in Seven Districts in Mashhad	320
Table 5.1	Summarizes the Main Findings Regarding Research Question Number 1	323
Table 5.2	Summarizes the Main Findings Regarding Research Question Number 2	329
Table 5.3	Summarizes the Main Findings Regarding Research Question Number 3	332
Table 5.4	Summarizes the Main Findings Regarding Research Question Number 4	334
Table 5.5	Summarizes the Main Findings Regarding Research Question Number 5	337