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Investigation of Relationship between Organizational Maturity and Tendency for Organizational Participation in Employees of Western Mazandaran Hospitals

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ABSTRACT

The main goal of the present research is to investigate relationship between organizational maturity and tendency for organizational participation in employees of western Mazandaran hospitals. Research methodology was descriptive correlation. Statistical population of the research included all employees of western Mazandaran Province hospitals. 240 people were selected by means of random sampling as sample members. Data were gathered by means of two questionnaires. Participation tendency questionnaire contained 30 questions and reliability coefficient was equal to 0.77. Organizational maturity questionnaire contained 35 questions and reliability coefficient was equal to 0.8. Data were analyzed by Pearson correlation coefficient and multivariate regression. The results showed that the calculated correlation coefficient is significant in (0.1) significance level and shows that there is a positive and significant relationship between organizational maturity (collaboration, strategy, performance (implementation), EQ, decision-making and self-control) and organizational participation. These variables explained 23% of the variance of the dependent variable altogether. Implementation performance predicts 15% (R^2) of variance in participation tendency on its own. This is while other variables predict only 8% (23-15) of the variance.

KEYWORDS: organizational maturity, tendency to organizational participation, organization

INTRODUCTION

Statement of problem

Hospitals are important institutes for providing remedial and hygienic services for people. They play important roles in returning people's health. Since these centers deal with people's lives, employees' organizational maturity and their participation in promotion of qualitative and quantitative services is of great importance. Provision of effective services for society depends largely on the knowledge and group work of the employees of that organization (Sorentino et al, 1992). Organizational maturity dimensions include: decision-making, performance (implementation), EQ, strategy, collaboration and cooperation. It is considered as a new concept and a superior solution in an organization and is verified by experts of management science. Organizational maturity introduces special skills and deals with its relationship with variables like organizational participation, satisfaction, efficiency and so on (Yar Mohammadian et al, 2008). Organizational maturity can be defined as a concept which makes use of knowledge, skills, and proper managerial techniques to enable an organization to achieve stability and a good situation (Kiakajouri and Agha Jani, 2004).

Organizations which use models of organizational maturity tend to acquire higher levels of maturity and move towards completion. Organizational maturity provides reference points for an organization so that the organization can evaluate itself against superior solutions according to one or several special directions (Hakimian, 2006). When management relies on participation of human force, the positive influence will be wider. Employees' participation means involvement of individuals in the process of decision-making in different manners and use of their potentials and talents which plays important role in promotion of organizational efficiency (Majidi, 1993). Maryam Seyyed Javadi et al (2005) conducted a research to investigate leadership style and organizational maturity in educational hospitals of Ardebil Medical Sciences University. They found that senior managers of hospitals have mostly imperative leadership styles and they had selected their leadership styles without considering their employees' organizational maturity. This means that they had not paid attention to their employees' abilities and skills and tendencies. Mir Kamali and MalekiNia (2008)conducted a research and found that there is a positive and significant correlation between employees' participation and organizational health of high schools of Tehran City (in 0.01 level) (r=0.628). Abtahi (2009) authored a paper titled: "presentation of a self-control model in an organization by an Islamic attitude". He found that "control" is one of

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the main duties of management. Self-control and control are main elements in achieving organizational goals (efficiency and effectiveness), individual and divine goals (in spiritual dimensions).

Ghouchani (2012) conducted a research titled: "investigation of relationship between organizational maturity and leadership style in production companies." The results verified absence of organizational maturity in employees and imperative leadership style in production companies. The second hypothesis was also verified: employees of production companies are not matured organizationally and they use imperative leadership style." in the present research, the author(s) would like to investigate the relationship between organizational maturity and tendency to employees' participation. Therefore, the main question in this research is: whether there is a relationship between employees' organizational maturity and tendency to organizational participation? We first investigate dimensions of organizational maturity and study dimensions of participation and maturity to deal with relationship between organizational maturity and tendency for participation of employees and therefore help managers of hospitals to promote organizational maturity and tendency for participation in organizations and increase efficiency and promote health services quality in hospitals.

Research hypotheses

Main hypothesis: there is a relationship between organizational maturity and tendency for employees' participation in hospitals of western Mazandaran province.

First subsidiary hypothesis: there is a relationship between self-control and tendency for employees' participation in hospitals of western Mazandaran province.

second subsidiary hypothesis: there is a relationship between strategy and tendency for employees' participation in hospitals of western Mazandaran province.

third subsidiary hypothesis: there is a relationship between performance (implementation) and tendency for employees' participation in hospitals of western Mazandaran province.

fourth subsidiary hypothesis: there is a relationship between emotional intelligence and tendency for employees' participation in hospitals of western Mazandaran province.

Fifth subsidiary hypothesis: there is a relationship between decision-making and tendency for employees' participation in hospitals of western Mazandaran province.

sixth subsidiary hypothesis: there is a relationship between collaboration and tendency for employees' participation in hospitals of western Mazandaran province.

METHODOLOGY

Statistical population, statistical sample, sampling method and estimation of sample size

Considering the research goal, the present research is a descriptive correlation study.

The statistical population of the research included all employees of western Mazandaran Province. 240 people were selected by means of single-stage random cluster sampling.

Data gathering instrument

1. organizational maturity questionnaire: it contains 35 questions and its reliability coefficient was equal to 0.80. Every question had five choices and every respondent responded to 65 questions from "completely disagree" to "completely agree". For the case of participation tendency questionnaire, the questions received answers from 1 to 5.

2. participation tendency questionnaire contained 30 questions and its reliability coefficient was equal to 0.77.

In descriptive statistics, indices like mean, standard deviation, figures ad tabulation of data were used. In inferential statistics, Pearson correlation coefficient and multivariate regression analysis test were used.

Research findings

We considered correlation coefficient results for testing the hypotheses.

Table 1.matrix of correlation coefficient between participation tendency dimensions and organizational maturity components

variable	r	p
Self-control	0.129*	0.023
strategy	0.323**	0.000
Performance-implementation	0.398**	0.000
EQ	0.368**	0.000
Decision-making	0.228**	0.000
collaboration	0.278**	0.000

* $p<0.05$, ** $p<0.01$

In order to determine the best predictor of tendency for organizational participation from among predicting variables, we used regression model using simultaneous method and partial correlation. The results are summarized in table 2.

Table 2.multiple correlation coefficient and square of multiple correlation between dimensions of organizational maturity in prediction of tendency for organizational participation

Dependent variable	Predicting variable	Multiple correlation coefficient	Multiple correlation coefficient square	Adjusted multiple correlation coefficient square	coefficient f (6،233)	Significance level
Tendency for organizational participation	Collaboration, self-control, strategy, EQ, decision-making and performance	0.487	0.237	0.218	12.090	0.000

According to the results of table 2, the relationships among dimensions of organizational maturity (collaboration, self-control, strategy, EQ, decision-making and performance-implementation) and tendency for organizational participation were significant (p=0.000, F (6, 223)=12.090). therefore, linear combination of the values are significantly related to tendency for organizational participation. Multiple correlation coefficient is equal to 0.487. it shows that almost 23% of the variance of tendency for organizational participation can be explained by linear combination of dimensions of organizational maturity (R^2=0.237).

Therefore, it can be concluded that collaboration, self-control, strategy, EQ, decision-making, performance can predict the dependent variable. Therefore, regression equation can be generalized to total population. The results of determination of regression analysis coefficients and determination of significant prediction power for independent variables and formulation of regression equation have been presented in table 3.

Table 3.standard and non-standard regression analysis coefficients for prediction of tendency for organizational participation

Dependent variable	Statistical index of predicting variable	Beta non-standard coefficients	Standard error	Beta standard coefficient	T	Sig.
Tendency for organizational participation	constant	45.169	9.455		4.777	0.000
	Self-control	0.243	0.285	0.050	0.853	0.394
	strategy	0.858	0.312	0.171	2.752	0.006
	Performance-implementation	0.864	0.297	0.211	2.910	0.004
	EQ	0.544	0.275	0.142	1.981	0.049
	Decision-making	0.261	0.349	0.049	0.747	0.456
	collaboration	0.462	0.302	0.102	1.532	0.127

Considering significance of F in variance analysis table (table 2) and the value of t in table 3, regression equation shows that all six predictors of organizational maturity are significantly related to tendency for organizational participation. Considering slope coefficients (column B), regression equation will be as follows:
$Y=a+b_1x_{1+}\ b_2x_{2+}b_3x_{3+}\ldots$

Therefore, after substitution of coefficients in the above formula, equation of prediction of tendency for organizational participation by values of dimensions of organizational maturity are as follows:

Prediction of tendency for organizational participation=1.739(technical skills) + 2.204 (human skills) + 0.465 (perception skills) – 4.052

Considering slope values, as values of dimensions of organizational maturity increase, organizational maturity will also increase.

Indices presented in table 4 indicate relative ability of predictors.

Table 4.bivariate and partial correlations between predictors and tendency for organizational participation

variable	Mutual (bivariate) correlations	Partial correlations
Self-control	0.129*	0.056
strategy	0.323**	0.177**
performance	0.398**	0.187**
EQ	0.368**	0.129*
Decision-making	0.228**	0.049
collaboration	0.278**	0.100

P**<.01,p*<.05

Mutual correlations: correlation between every predictor and tendency for organizational participation

Partial correlations: correlation between every predictor and tendency for organizational participation while controlling other predictors.

As it can be seen, in bivariate correlations, there are positive and significant relationships between all values of tendency for organizational participation and six dimensions of organizational maturity ($p<0.05$). in partial correlations, there are significant relationships between strategy, implementation and performance, and EQ and organizational participation ($p<0.05$). according to this correlation analysis, it can be concluded that performance is the most useful variable and predicts 15% of variance of tendency for organizational participation on its own. This is while other variables predict only 8% of variations (23%-15%).

DISCUSSION

The research hypotheses are analyzed based on the resulted data.

Main hypothesis: there is a significant relationship between organizational maturity and tendency for employees' organizational participation in western Mazandara Province hospitals.

According to data summarized in table 2, the calculated correlationcoefficient is significant in ($p<0.01$) level ($r=0.487$, $P=0.000$). This shows that there is a positive and significant relationship between organizational maturity variables and employees' tendencies for organizational participation. In other words, as organizational maturity increases, employeestendency for organizational participation is also increased.

This result is consistent with the results of Javadi's research (2005) biut is not consistent with the results of Mohammadian (2011) and Ghouchani (2012).

This result indicates that employees can use their potentials and talents and improve their motivation and increase organizational participation tendency. Argris believes that trust atmosphere and reliable relationships can increase inter-group competitions, group collaborationsflexibility and finally effectiveness. In such an environment, individuals are behaved as humans and both individuals and organizationfind bets opportunities for their potential abilities development and try their best.

First hypothesis: there is a significant relationship between self-control and tendency for employees' organizational participation in western Mazandara Province hospitals.

According to data summarized in table 2, the calculated correlationcoefficient between self-control and organizational participation is significant in ($p<0.01$) level ($r=0.129$, $P=0.023$). This shows that there is a positive and significant relationship between organizational maturity variables and employees' tendencies for organizational participation. In other words, as self-control increases, employeestendency for organizational participation is also increased. The results of this hypothesis test are consistent with the results of studies conducted by Nasr Isfahani (2003) and Abtahi (2009).

Results showed that individuals with self-control powertry their best to fulfill organizational goals and take steps more effectively and eagerly to improve organizational performance. Moreover, as employees are more interested in their works and as organization provides more facilities for its employees, the individuals have more tendencies for self-control.

Second hypothesis: there is a significant relationship between strategy and tendency for employees' organizational participation in western Mazandara Province hospitals.

According to data summarized in table 2, the calculated correlationcoefficient between strategy and organizational participation is significant in ($p<0.01$) level ($r=0.323$, $P=0.000$). In other words, as strategy increases, employeestendency for organizational participation is also increased. The results of this hypothesis test are consistent with the results of Seyyed Javadi (2005).

Results show that individuals with strategy and logical reasoning can support way of decision-making and performance.

Third hypothesis: there is a significant relationship between performance (implementation) and tendency for employees' organizational participation in western Mazandara Province hospitals.

According to data summarized in table 1, the calculated correlationcoefficient between performance and organizational participation is significant in ($p<0.01$) level ($r=0.398$, $P=0.000$). In other words, as performance increases, employeestendency for organizational participation is also increased. The results of this hypothesis test are consistent with the results of Hyglipsi et al (2007) and Sherma (2005).

Results show that organizations should pay attention to activities and performance of their employees because when employees receive logical and rational working conditions, their tendencies for continuing work and staying with the organization will increase.

Fourth hypothesis: there is a significant relationship between EQ and tendency for employees' organizational participation in western Mazandara Province hospitals.

According to data summarized in table 1, the calculated correlationcoefficient between EQ and organizational participation is significant in ($p<0.01$) level ($r=0.368$, $P=0.000$). In other words, as EQ increases,

employees tendency for organizational participation is also increased. The results of this hypothesis test are consistent with the results of Ibrahimi (2006) and Sohrabi (2004).

Consideirngthe definition of EQ, it is a series of skills every individual can acquire, feelings are human capitals and when individuals improve their EQ, they actually can maximizetheir efficiency and work with more interest.

Fifth hypothesis: there is a relationship between decision-making and tendency for organizational participation in employees of western Mazandaran Province hospitals.

According to data summarized in table 1, the calculated correlationcoefficient between decision-making and organizational participation is significant in ($p<0.01$) level ($r=0.228$, $P=0.000$). In other words, as decision-making increases, employees tendency for organizational participation is also increased. The results of this hypothesis test are consistent with the results of Asadzadeh (1995) and Ghouchani (2012).

The results showed that participation is the level of influence and control which individuals have in decision-making process. Therefore, this is a right which should be respected. In fact, this level of influence in decision-making can be in the form of recommendation, consultancy and vote right so that tendency for participation in organizational affairs is increased.

Sixth hypothesis: there is a significant relationship between collaboration and tendency for employees' organizational participation in hospitals of western Mazandaran.

According to data summarized in table 1, the calculated correlationcoefficient between collaboration and organizational participation is significant in ($p<0.01$) level ($r=0.228$, $P=0.000$). In other words, as decision-making increases, employees tendency for organizational participation is also increased. The results of this hypothesis test are consistent with the results of Hasani (2007), Khanzehi (2006) and Asgarpour (2007).

As explanation, it can be said that as AbbasiMoghaddam and Alizadeh (2011) said, organizational participation is one of the dimensions of organizational culture which plays an important role both in improvement of organizational performance and employees' satisfaction. Organizational participation involves development of capabilities, team work and empowerment. Consequently, organizational goals and dynamism can be obtained by participation and collaboration.

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