

PARTICIPATIVE STYLE OF MANAGEMENT- A STUDY WITH REFERENCE TO THE WOMEN EXECUTIVE ES IN THE CORPORATE SECTOR

V. KRISHNAPRIYA^{a1} AND LAVANYA^b

^{ab}Faculty, School of Management Studies, Sathyabama University, Chennai, Tamil Nadu, India

ABSTRACT

An executive performs various roles in an organization and the way they handle situations will depend on their style of management. It is an overall method of leadership used by them. The managerial style is the art of getting employees together on a common platform and extracting the best out of them. This differs from place, person and situation. Finally they need to adapt the best style according to the requirement of the concern. This study was conducted for the women executives in the corporate sector. The main aim of the study is to identify the emerging managerial style of the women executives. With this view, it was carried out to 600 samples in the corporate. In this paper, the demographic variables of the participative management style adapted by the women executive are discussed briefly.

KEYWORDS: Anova, Corporate

Management plays an important role in strengthening the bond amongst the employees and making them work together as a single unit. It is the management's responsibility to ensure that employees are satisfied with their job responsibilities and eventually deliver their level best.

The management must understand its employees well and strive to fulfill their expectations for a stress free ambience at the workplace. This can be achieved by managing. From the view of management, managing an organization is not an easy job. The top management must bear too many dimensions in their continuous success. A wide range of expertise needs to be followed by the management to be able to take even reasonably good decisions. This distinctive management culture is the style of management.

Management style is the characteristic way of leadership. It is the manner in which an organization manages its employees. It vary depending upon factors such as the characteristics of employees, the work activities engaged in, and the culture of the organization. A successful management style should effectively build teams and be able to motivate.

REVIEW OF LITERATURE

Rolkova, Farkosova (2015), studied about the participative management style. It is found that it is positively associated with high level of job satisfaction. It is based on the involvement of employees in decision making, problem-solving in the company and empowering employees, as well as on supporting their high autonomy, own initiative and creativity. The article describes the features of the participative management style and outcomes of our research focused on the elements. The sample of the research was the group of subordinates in network industries companies. In the study the employees on below manger positions evaluated the level of participation that they have in decision making. The result confirmed that more than half of the

employees(60.5%) don't have enough possibilities to participate in decision making even when the decisions are highly connected to their work.

Zia (2014) also investigated the impact of participative management style on job satisfaction of the employees. Based on the review of existing literature, a model linking manager's participative management style, participation in strategic planning process, supervisor communication and job satisfaction was tested with the help of data collected from 86 (n=86) faculty members of universities in Islamabad. The result of correlation analysis reveals significant relationship between all the predictor variables and outcome variable. Regression results indicate that effective supervisory communication is a major cause of job satisfaction in the context of participative management. The study implies that in order to improve faculty satisfaction, the administrators in higher education sector should replace traditional authoritative command structures with participative management style.

Salvodar, Val & fluentces (2012) indicated in their paper which studied the influence of a participatory management style along a change process, specifically in seeking to analyze the effect of participative management style on resistance to change and its effects on change performance. Data suggest that participative management might be giving the members of the organization the necessary tools to question aspects that could endanger changes, thus considering participation as a knowledge broker that sheds light along the change process through the increase of resistance to change sources.

RESEARCH METHODOLOGY

The main aim of the researcher is to study the emerging managerial style of the women executives in the corporate sector. The researcher adopted the convenient sampling methodology to the research. Research questionnaire and interview were employed as instruments for data collection. Through a series of

questionnaire surveys were done for 300 women executives belonging in six companies. ANOVA was employed to find the influence of demographic variables on participative managerial style adapted by the women executives.

ANALYSIS AND INTERPRETATIONS

The difference between demographic features and participative managerial style of women executives in the corporate sector was analyzed by applying ANOVA test and the results are presented in Table 1.

Hypothesis

Ho- There is no significant difference with the demographic features and participative managerial style of the women executive in the corporate sector

Ha: There is a significant difference with the demographic features and participative managerial style of the women executives in the corporate sector.

Table 1: ANOVA for significant difference between demographic features with respect to participative style of respondent

P-value	SD	Mean	Demographic features	
0.041*	3.65	19.06	25-30	Age
	3.76	20.03	31-40	
	2.63	19.84	41-50	
	3.5	17.77	Above 50	
0.386	3.54	19.63	UG	Qualification
	3.88	18.97	PG	
	2.89	19.09	Professional	
	4.16	20.40	Others	
0.432	3.66	19.28	Single	Marital Status
	3.56	19.22	Married	
	3.71	21.17	Divorced	
0.298	3.86	19.05	< 5years	Experience
	3.35	19.73	5-10 years	
	3.99	19.54	11-15 years	
	3.16	18.64	> 15 years	
0.773	3.56	19.15	< 20000	Income
	3.49	19.28	21000-30000	
	3.68	19.11	31000-40000	
	3.94	19.77	> 41000	

Note: ** indicates significance at one per cent level

* indicates significance at five per cent level

As the p value is less than 0.05 null hypothesis is rejected at significant level of 5% with respect to age. It is inferred that there is significant difference between age and participative style of women executives in the corporate sector. The highest mean value in the age group is 20.03 which belong to the 31-40. This means the women executive of this age group in the corporate sector are able to adopt this style of the management. As the calculated p value is greater than 0.05, null hypothesis is accepted with regard to qualification, marital status, income, experience and present experience.

FINDINGS & CONCLUSION

It is found that the F-ratio for age and participative style is 2.84 indicating that it is statistically significant at five per cent level. The F-ratios between qualification, marital status, income, experience and democratic style are not significant. It is inferred that there is significant difference between age and participative style of women executives in the corporate sector. The highest mean value in the age group is 20.03 which belong to the 31-40. It means the women executives in this age group adopt the participative managerial style.

The most challenging problem for the women executives in the organization is they are unable to execute their own style in their company. Similarly the situations in the organization also make the executives to change their style. When they are unable to follow their ideal style, it results in frustration. The organization must provide corporate enrichment programme to overcome these barriers and frustrations. So that the women executives will easily implement their own style

REFERENCES

Monica Rolvoka, Veira Farkosova (2015), The Features of Participative Management, Procedia of Economics and Finance, **23**:1383-1387.

Manuela Pardo-del-Val, Clara Martinez- Fuentes, Salvador Roig- dobon (2012), "Participative mangment and its influence on organizational change, Management decision, **50**(10):1843-1860.

Zia, Yorid Ahsan and Khan, Faisal and Nouman, Muhammad, (aug 22,2014) Participative Management and job satisfaction.