

Example of literature review on human resources

[Business](#), [Management](#)



Participative Management and Job Satisfaction

Participative management involves encompassing ordinary employees in the everyday decision making. Notably, employees become more responsible of their workload and improve on their productivity and quality of their work. Job satisfaction on the other hand entails leadership dictating the success of the organization. The employers need top-notch leadership skills to motivate the employees therefore improving the quality of their work. The following literature reviews will explore case studies and hypothesis improves the relationship between employers and employees therefore increasing job satisfaction. that relate to these two important factors.

Yousef (2000) scrutinizes the role mediation in the typical organization. He also investigates on the benefits of this activity in relation to job satisfaction as well as performance in a multicultural environment. The results of this activity suggested that multiculturalism. This promoted participative leadership creating a better work place for both the employer and the employee.

Pardo-del-Val, et al. (2012) goes deeper to clarify that despite participative leadership, decisions made in an organization can never be equal. This is best known as decision-making hierarchy. It is actually to be viewed as an advantage since it helps in classifying the types of decisions at hand. The employees are able to decide the type of action to take and assistance to seek depending on the type. The three types are operational, tactical, and strategic.

Employee empowerment in most cases is directly related to job contentment. Pelit, Öztürk, & Arslantürk (2011) takes this into consideration and conduct a study to determine the inter-relationship. They explore two types of empowerment that include behavioral and psychological. The study revealed that poor unfair salaries demoralized employees the most. In addition, conducive physical conditions created the best working environment. However, the best combination was psychological and behavioral empowerment that motivated the employees the most.

Benoliel, & Somech (2010) create a study to explore on the different results that can be achieved in case companies adopted participative leadership. A common assumption is made that introduction of participative leadership constantly gives positive results. This is however a mistake. Positive or negative results solely depend upon the personality of the teacher. Examples are agreeableness, experimental, strain, satisfaction and many more. It is therefore not in everyone's ability to engage in participative leadership.

Fisher (1986) recognizes the pressure that most managers go through while trying to adopt the trendy participative leadership. Managers might be willing but the level of commitment required in this method is hugely consuming. Leaders may become tired and exhausted from the frustrations. This paper aims to help managers understand management skills that will assist them with skills to determine the level of maturity and the appropriate timing to introduce new activities. These skills will improve on productivity and reduce on the strain.

Marchant (1982) explains the disadvantages of participative management. Like Benoliel, & Somech (2010) he acknowledges the down side of participative management. As he states, job satisfaction may be achieved but the time wasted in meetings could become costly. This time he suggest could be spent working and achieve even greater results than the latter.

Often, the public forget that the health industry also has a part to play in managerial activities. Notably, the health care industry has suffered immensely regarding problems in organization. Angermeier (2009) conduct a study involving 2, 522 employees and findings show that even the health industry benefits more on participative leadership compared to authoritative.

Ogbeide & Harrington (2011) conduct a study to determine the level of participation needed to achieve a high success rate in profits and job satisfaction. The commitment level is determined between top managers and front line employees. Findings showed that total commitment from both parties was required to achieve the most desirable results.

Kim (2002) involves the public and private agencies in this trending activity. Public government agencies have started exploring participative management and strategic planning to improve work quality and job satisfaction. The study proposes that for participative management to be successful, it must involve effective supervisory strategies.

In conclusion, it is noted that participative management when properly supervised will ultimately result to job satisfaction. These studies have shown the advantages, disadvantages, and risks involved. These results

were mostly achieved through regression analysis, which is very reliable. It is therefore every manager's responsibility to explore if this is a viable option. In my opinion managers should take this program with all the patience they can master to achieve the best results.

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