PROACTIVE APPROACHES TO RUNNING COMPETENCIES AND FUNCTIONS BETWEEN SUPERVISION LOGIC AND EXPECTATION LOGIC UNDER HUMAN RESOURCE MANAGEMENT
(Rafidain Bank model)

[1]Dr. Oday Zuhair Mahmoud Nadeem

ABSTRACT--*participative management seems to bring new hope and appears today not only as a vector for mobilizing the energies of the company, but also and above all as the key to a social and organizational peace once aborted and organize the work of men and women, the company seems undeniably attracted Indeed, the image of the absolute monarch and paternalist leader, having the monopoly of knowledge, language, authority and power, now seems unsuitable for news realities of the world of work, where the organization is no longer just an economic institution and technical, but a social arena where all the various actors must find this but between authoritarianism and exploitation on the one hand, servility, revolt and resignation on the other, the participation seems to have become over time, the realm of ambiguity, vagueness, others, participation has entered the era of suspicion, mistrust, skepticism and even of hostility, no doubt because of the long conflicting traditions which once marked the This article suggests that participation as a singular experience is a narrow path, conquest constantly renewed, difficult and full of pitfalls, which encounters many obstacles and which is obviously neither for the anxious nor for the skeptics. Indeed, the immaturity and the complexity of the organizational structures, the choices and the constraints imposed on managers and the cultural revolution that this form of management implies, leads us to believe that participation is a process that requires a framework significant time and which must not only be rooted on solid foundations, but also and above all take into account, whatever its forms, historical, economic realities.*

Keywords-- *industrial democracy, human resources management, participative management, participative management, work organization.*

I.   INTRODUCTION

For several decades, the concepts of participative management, industrial democracy and empowerment have been abundantly and widely mobilized in discourses and practices in terms of human resources management and work organization. Paradigmatic changes have often given rise to multiple reflections and instrumentation, at a time when companies are faced with their ankles ineffective, against a background of absolute monarchy, technocratic fascism, threat In a context where social relations in the company and the relationships between hierarchy and subordinates have long been perverted by a sectarian and strictly economic vision of the human

[1] *Middle Technical University, oday_zuhair@mtu.edu.iq*

factor in work, and where the hypnotized and helpless individual no longer constitutes that a cog in the organization, a simple means of production and a cloth that we can wringing out in an illusory and unrestrained quest for absolute profit, we admit today that a space where the ethical dimension is expressed in work and where employees are elevated to the rank In this age of complexity and interdependence, punctuated by the internationalization of markets, increased competition, time pressure, urgency, and the emergence of today seems to go far beyond the sole framework of politics for to take root in the very field of the company.in the words of Spinoza (1960), a regime aimed at the salvation of all, and not the utility of some third parties and is based on collective action in the development of In a society like ours, always in search of performance and success, the only the success of their business and must turn to a new management method.

1. The participation's trend: a diachronic and synchronic perspective

1.1 The concept of participation: beyond the semantic imbroglio

New form of work organization where man finds his place and where the organization Participatory management or industrial democracy can essentially be defined as both "a state of mind and a method of economic and social management.to make the company more human, to ensure the development of men while employee his human dignity, his right to information, to consultation and to responsibility"2. According to Weiss (1978), industrial democracy means "a system of relationships not exclusively contractual and in which workers and unions are found in a way - and in a different way - involved in the functioning and in the decisions Moreover, the idea of a rethought management of people which goes from a logic of obedience to a logic of empowerment and building on the path of creativity, intelligence, empowerment and development of the creative potential of the various organizational actors has been repeatedly mentioned by various authors (Dassault, 2002; Sériyex, 1996).This new management paradigm is in fact offered through a set of means and methods, to allow employees to have privileged access to information, If the concept of industrial democracy can translate evolution, and to some extent, the effectiveness of human resource management practices within an organization, it however, it should be noted that it is a complex process, like the universe of relationships human. Beyond the multiple theorizations and discourses relating to industrial democracy, it turns out to be less a recipe and above all a question of faith, courage and belief on the part of leaders because only our beliefs constitute the real mapsin fact, if the image of the hierarchy which knows everything and which cuts everything comes up today by allowing us to rediscover this humanism lost in the whirlwind of economist, is a of a bygone past (at least in appearance), and that industrial democracy sometimes seems be angelic in the field of organizations, it should be noted that the participative is a difficult art, demanding in time and energy, and expensive both emotionally and relational. In fact, participatory management which is supposed to cultivate "industrial harmony "complex process (but not impossible) which requires a significant time frame, and which like any method, can only fully find its effectiveness under certain conditions1. The participation's trend: a diachronic and synchronic perspective1.1 The concept of participation: beyond the semantic imbroglio Anyone looking at the issue of participatory management in resource management to day is forced to admit that the concept of participation is a "suitcase word", a notion "Catch-all", evasive, ambiguous, overused and used in almost all sauces. Participatory management is one of the most difficult to define clearly and precise, because of its multidimensional nature and therefore subject to hyperbolas semantic and to radical distortions of meaning, as excellently pointed out A falsely magic word for some, but a panacea for solving the employees for

others, the participation is then perceived by a party as a means of desorption at the lowest cost of the conflict and perceived by the other as a calculated and suspicious maneuver Appearing to eyes of many as elusive, massive or lush, it is a meaning since it covers so many ... A catch-all term, plural meanings, which results in such a variety of interpretations

II.   METHODOLOGY

We will not dwell too much on questions of typology. For more details on the various forms of participative management, the reader will benefit from consulting some interesting historical references on the question:

The work of Jean Diverrez, Practice of participative management, Editions EME, 1971, that of D'Aragon Pierre et al. (1980). Participation in companies, University Press Quebec and finally, Martin, D. (1994). Industrial democracy. Direct participation in companies, Presses Universitaires de France, also constitutes excellent references.

In several companies (especially French), employee participation in the profit is calculated according to a formula that takes into account both various variables such as, the net profit for the fiscal year the after-tax company, the company's wages, its equity and its added value, according to the formula below after: $P = \frac{1}{2} \times [B-(5C: 100)] \times (S: VA)$ where P = participation, B = net profit for the financial year after taxes ,,
C = equity, S = company wages and VA = company value added.

The use of the concept of participation in most spheres of human activity and social (industries, schools, universities, politics, etc.) clearly translates the idea that the progress can no longer be measured in quantitative terms using traditional indicators, and that these indicators must be supplemented by more qualitative ones, capable of better reflecting the concepts of individual and collective well-being. In its own essence, the notion of participation refers to all of the approaches and means used by workers to positively influence key decisions and strategic directions of the company within which they operate (LA Porte, 1983,informed between the bodies responsible for different functions within the company, sharingBasically, participation can be seen as a set of values, principles and rules according to which workers acquire certain power of initiative indecision-making, sharing of responsibilities and benefits of their business. The objective of this new form of work organization is aimed general to involve staff in defining and implementing objectives concerning them some influence on their work and develop both their sense of responsibility and their spirit Participatory management by its principles therefore seems to promote in the field of the company, the importance of sharing knowledge, the virtues of knowledge, processing information and collective learning, and appears as a response to the need always more meaningful and compelling for companies to constantly adapt to their environment. In Indeed, the current context in which companies operate means that the advantage competitive is now expressed in terms of listening, empathy, openness to environment, its processes, its innovation systems and its employees.to develop a better ability to anticipate and adapt to an environment perpetual change that companies are forced to "give back the word and power" to skills, know-how and creative potential of their various operational units. In The aim of participative management is to enable employees top anticipate, to varying degrees, in business management processes by The avowed objective of participative management is to put in the locker room, the Taylorist approaches, paternalistic or autocratic who once prevailed in business, and whose disadvantages were becoming more and more costly in

both human and financial terms. following a widespread awareness in the business world, immense and infinite possibilities of actions and the added value that each individual represents with in organization, which thus becomes a valued and united entity to the detriment of in dived. However, if participatory management seems to have really taken off with the various of life at work, essentially stimulated by humanistic and socio-technical approaches, the Current participation it is not a new idea because its origins go back, as we1.2 The current of participation: an evolution marked by a rupture? The participation's current, even if it has only been mentioned very recently in the literature modern managerial of the 50s, seemed to be present in the minds of many thinkers and philosophers since the 18th and 19th centuries, with authors like Proudhon, Durkheim, Spencer(the latter particularly thought that the ideal society is one where the cooperation of individuals will be the most perfect, the most spontaneous, thus allowing the realization of a social body, without having promoting in particular an integrated organization which constitutes the unity and the engine of society. would represent in the opinion of many, the fruit and the logical consequence of collective efforts, in Clearly, no social and human organization can function in a viable and efficient way without participation because it (the organization) requires that its parties be strongly involved and particularly important to live, because its stake aims fundamentally, just like at Saint-Simon, the construction of a general system whose purpose is the construction of a body social integration, through the commitment and involvement of individuals. will very quickly be transposed from the field of politics to that of organization, and We should also mention here the contribution of Rousseau and Saint-Simon, who have repeatedly valued the importance of participation, both in the arena employees of companies will now be able, through their know-how, their creative potential, their knowledge and their abilities, participate in decision-making and strategy processes and promotethus the "bringing together of all, for mutual utility" 7.Although participation was originally seen by many as a purely political concept, 8wait until the 19th century for the English idealists (whose most influential is probably BernardBosanquet9) evoke the concept of "workers democracy" as a the oretical response toyears later to find strong supporters in workers and unions11 on the one hand,

and even in political circles, notably with French utopians, anarchists, But since the advent of classical approaches to work organization (the division of work with Adam Smith, the model of the bureaucratic ideal-type with Max Weber, the scientific organization of work proposed by Frederick Taylor and the Fayolian conception of administration), the participative current seems to have been stored in the locker room, with the ultimate Consequently, the development of the economic paradigm of Man as a factor of Considered the father of political economy, Smith advocated the division of labor(technical division and social division) by pushing it to a parceling out and indeed, according to Adam Smith, it is only the division of labor that increases levels of cumulative growth and economies of scale. production increases only if, and only if, the outputs are greater than the inputs. Smith's goal was mainly to save time, develop skills workers in the factories and the possibility of inventing new machines which should Besides, Smith himself will express it in these terms: The greatest improvements in the productive power of work, and which it is directed or applied, are due, it seems, to the division work. In any other art and manufacture, the effects of division of work are the same as those we just observed in the not be as subdivided nor reduced to operations of such great simplicity. However, in each art, the division of labor, as far that it can be worn there, brings a proportional increase inIt is this advantage which seems to have given birth of the separation of various jobs and trades12.In summary, no longer in an organization will a worker be required to dedicate himself essentially the narrow execution of a given job.If this utilitarian vision of the division of labor has to some extent

been beneficial for some, it will have fundamentally broken the momentum of the workers and favored the appearance of two categories in the field of organizations. Today the consequences: on the one hand, workers prohibited from thinking (because they have no nothing else to do than work), and on the other hand, bosses who have the privilege of doing well think for others because their brain is very active and they have a width horizon to feel and see what others do not see (Borzeix and Linhardt, 1988; Clegg,A few years later, Taylorism will deepen the notion of the division of labor with the principles of the scientific organization of work (OST) which would henceforth establish a real horizontal: vertical because it radically separated execution and design (the management takes care of all elements of knowledge and workers should content to scrupulously respect and apply its instructions), and horizontal because that asks were very fragmented and each worker was assigned to a specific operation. The model that Taylor advocated is essentially characterized by: "an approach to economic efficiency synthesized in the concept of productivity of work operations, a approach to relations between management and workers who, far from relying on constraint alone, supposes a new type of reciprocal engagement, but on the basis of the acceptance of The invention of the workplace, which is the unit basic organizational, goes hand in hand with the conception that the worker is considered as a workforce and not as a person "13.From the Taylorian perspective, the maximization of the company's return went undoubtedly by the withdrawal of control of the organization of work from the hands of workers even the most basic ones are the responsibility of management, and employees are not in by Max Weber15 himself who introduced the bureaucratic model, with notions like the However, Max Weber with his bureaucratic ideal-type and his routine vision and interpersonal work which must be part of a framework of rigid standards and rules also seemed to limit in its approach, the autonomy of individuals. proposed by Weber (1971) represents a legal type of domination by the hierarchical structure because the author basically considers that social relations being unequal, there areal most always in any form of social organization, a relationship of inferiority and superiority which is the result of the use of three forms of domination: type domination charismatic (where the chief, that is to say the leader represents the monarch), a domination rational-legal (conferred by the rule of law) and finally, a last, which is more traditional (the employee obeys an order expressed by the holder of power out of pure respect for The objectives of the model advocated by Weber (1971) were essentially aimed at greater organizational efficiency through exercise and power relations and sound principles administration, and from this perspective, we obviously cannot forget to mention the implicit separation that the author operated between actions and decisions, operations and strategies. Pursuing the same and unique desire to rationalize the organization of work and the work of manager, Henri Fayol will theorize the administrative function and highlight the importance execution formerly conveyed and advocated by Taylor is therefore once again renewed at In Fayol's system, authority is not shared; this organization which was based on the principle of authority and responsibility, on the role preeminent of the chief, on the importance of the hierarchy and the between the head office, the places of production and the offices. Taylorismre viewed and adapted by Fayol therefore resulted in "dehumanizing work", by services and the division of tasks in factories. 16Whether classic or socio-technical approaches (it should be noted that in this last approach, the organization is perceived as a system of interactions between the subsystem social and technical subsystem) that have emerged in recent years in terms of work organization, it should be recognized that the workers were, in the vast majority of cases, subject to the industrial machine and production standards. This had the corollary of shattering any personal initiative and strengthening the control of the It is also in reaction to this serious imbalance, this tendency to dehumanize the

work and rigid conceptions of work organization that theorists in the school of human relationships (strongly influenced by the discoveries of psychology, ergonomics and Roethlisberger, Elton Mayo, Kurt Lewin, Rensis Likert, Abraham Maslow,Douglas McGregor and Frederick Herzberg, as supporters of the humanist approach (inopposition to the classical approach) will highlight, in turn, the importance of well-being individual employees, and that's when we saw some new approaches innovations in work organization: the logic of the importance of feelings humans with the experience of Hawthorne17, the theory of the hierarchy of needs(physiological, security, social, realization of care, self-fulfillment), theory Y (basedon employee motivation and participation) and on enriching the tasks of hierarchical and removing various forms of control with Herzberg. If there is one thing that the school of human relations has taught us in general, it is that non-economic remuneration plays a crucial role in the motivation and happiness of workers ; that the amount of work accomplished by a worker is not determined by his physical capacity but by its social capacity; that hyper specialization is not the best form more efficient division of labor; that workers do not react to the management of the organization, its standards and its rewards as individuals but as members of a group; that the relationship and interest in the individual have an impact on his productivity, and finally, that the human race has a psychological need for work, to be fulfilled personally, to get involved, to exercise responsibilities, in short to participate and know that it has, through its decisions, impact on its environment. But these various approaches will know their limit very early because they considered basically the individual as malleable, manipulable to the extent that they support that by listening and satisfying their needs.

Anyway, this beginning of the century is undoubtedly marked by new constraints an increasingly unstable environment, constraints supported by a form of management thatis a priori looking for a new social contract. general systems theory and the systems approach to organizations (Katz and Rosenzweig,1973), those on contingency (Woodward, 1958; Burns and Stalker, 1961; Chandler, 1989) laindicate very well the influence of the environment on the conduct of organizations that adopt structures, policies, strategies or practices to Today, the hope of a more democratic company, the arrival on the job market of more educated, motivated, used to taking initiatives (both in their lives personal than professional) and willing to take on challenges of all kinds on the one hand, and on the other hand, companies concerned with their expansion in a universe where changes are fast and fierce competition, undoubtedly and undeniably invite newIt is clear that the organization is not only an institution today economic and technical, but a social arena where all organizational actors want actively participate, both in terms of information, decision-making, co-management take various forms and the scope and scope of participatory management can2. Typology of the different forms of participatory management According to Walker (1971), industrial democracy involves a wide range of degrees of participation that the author categorizes as a continuum: unilateral management and which the limit, does not take into account the opinion of the employees; a management situation where the management structure makes decisions alone, but notifies employees of this decision before application ; a form of management where decisions are made after consultation with employees and a form of management which consults the employees, but reserves the ultimate decision-making.

furthermore, Walker (1971) distinguishes a form of management in which hard negotiations between all organizational actors condition decision-making by consensus, and finally, a for management (more rare) where it is the employees who decide unilaterally19.Weiss (1978) distinguishes two forms of participatory management: one that the author qualifies as informal, indirect or organizational, and which has its origins in the school of human

relations, and the other, formal, direct and operational, which recognizes usually employees, the power to exercise at any given time, The indirect forms of participatory management essentially aim to involve employees in the organization's strategic decisions and directions and have as their object, not both to stimulate, to motivate and to give real power to workers, but to keep in some measure, the achievements of employees, to ensure that their interests are safeguarded inclusion of workers in committees, collective bargaining and in the upper echelons As for the direct forms of worker participation, these a priori concern the worker, and in the first place, questions relating to the performance of his duties and functions. These tend to stimulate the employee in his immediate tasks by expanding the organization of the scope of its responsibilities by means of a reorganization of work, delegation of certain specific functions and the adoption of less hierarchical structures and In addition, it may involve the creation of semi-autonomous working groups responsible for supervising the execution of tasks, orders of raw materials, rotation of work teams, hygiene conditions, health and safety at work, etc. If workers can participate in working conditions, they can also participate in the business management (co-management), property (by becoming full shareholders with in of their business) or profits and results (by setting up a system monetary incentive which results in a fair redistribution of profits) 20.According to Wang (1974), participatory management can essentially take the form of a matrix grouping within the organization, four levels: self-management, joint decision, practice at various levels, divided into four strata: the workshop, the department, the company and the corporate, and all of the decisions in which workers can participate can be machinery while those of a social nature relate to the organization of work, the structure of relate to organizational strategy, business economic growth and issues media, the environment, the image the company pro3. The impossible and illusory participation of employees in organizational life: a Even if participative management seems to be seeing renewed interest in the field of employees, practices aimed at finding a compromise between capital and work of a real dialogue between the various organizational actors and the participation of workers in decision-making, it must be admitted that it is far from being authentic in number of organizations (some even qualify it as pseudo-participation) as does What is most striking in these participatory policies is precisely in their constancy, their perseverance despite failures or one has the impression of a real flight in before, in which, each release of a participatory formula lack of enthusiasm of the participants, we hasten to invent and to implement another, which will immediately take its place. that it is the importance of the objective, and its inscription on are natively long term, which explains the persistence of some directions to go, against all odds, of the "participative" 21.Various reasons have been cited in recent years to justify non-participation employees in the life of the organization: first, it seems that collective decision-making which is the object participative management constitutes a cumbersome mechanism and unsuitable for the current context in which companies operate, a context which requires a rapid decision-making mechanism, Next, it is argued that the vast majority of workers have neither education nor training, nor skills and necessary for effective, responsible, conscious and effective participation in the process Employee participation today is less the result of a cognitive process that forges interactive representations of organizational actors on the appropriateness of participatory practices, that an institutionalization of relations between on the one hand the employers and employees, inspired mainly by fashion, the state and certain political ideologies Indeed, many today see employee participation in the life of the company ,a means of weakening these and a maneuver aimed at integrating them into organizations in trouble seems genuinely linked to the model of civilization of which we claim to be defenders, and to which it would seem necessary to find a radical alternative (Méda, 1998; Marcuse, 1969;When I am told to

eat right away, I answer that it is necessary immediately seek ways for everyone to be able to But when they say to me: Let's give everyone food, immediately, and afterwards, the arts, the sciences, thought can be develop, I answer no, because that's where the problem was not well posed. For me, there is no revolution without revolution in culture, that is to say in our universal way, our way, to all of us, , to understand and pose the problem of life. Dispossess those who own is good, but it seems to me better to remove each Even today, several of our dominant economic and techno scientific models23continue to make man an appendage of the machine, under the conditions of submission, an injustice, a subordination and a form of disempowerment which end up becoming the foundations of a pseudo mass solidarity. In addition, it must be admitted that the unemployment which prevails in various organizations today, on background of layoffs and layoffs of thousands of workers vomited by the machine industry has done much to sterilize the participation's ambitions of employees in The strength of capital to take over Herbert Marcuse24 essentially aims to stimulate and satisfy certain desires that serve "consumer hedonism". According to various authors (Sievers, 1986; Aktouf, 1985; 1994), several generations of workers have lived in the hope of tomorrows that sing because the business today remains and remains, beyond all social psychology, a task, positions, hierarchies, qualifications and a system of functions and social reproduction in which these are at the bottom of the scale. Besides, Martin (1994) does not consider employee participation to be authentic or even desirable in the current context, all the more since it is nothing more or less like maintenance of the bonds of subordination that once governed Taylorist organizations: Participation can arise from bargaining It risks everything at the most to cause fractionations in a mass which will dilute in unstable groups, often oblivious to themselves and of this fundamental antagonistic link of an economic nature which welds not so much from the strategic players as from the position holders on the job. Participating in these conditions can only lead to weakening the position in an unequal exchange, that of the labor force against as alary To participate therefore consists, from this point of view, in participating in own operation, to indirectly strengthen the bonds of subordination and This "collusive quarrel for immortality" that engenders participation in the field of the company, translated to some extent, to use the words of Severs (1986), amplification of the contempt, of the lack of confidence which formerly existed between leaders and directed. But beyond all mistrust and skepticism, the real obstacle to the establishment of authentic participative management seems to be linked to explanatory factors of order Cognitive causes can be related to deficiencies due to a lack of information of the part of the various organizational actors involved in the participations approach, to failures due to administrative language or poor knowledge of the problems discussed. As for cultural causes, they are linked, among other things, to relational attitudes that some people in the organization can adopt: disinterest, apprehension and fear of the difficulty of carrying out any collective decision in which Ideological factors, on the other hand, refer to the predominance of a nihilistic spirit within the organization (skepticism in any form of decision), to opposition to any form of cooperation or absolute and total trust in the hierarchy

III.   THE IMPACT OF EMPLOYEE PARTICIPATION ON ORGANIZATIONAL

The impact of employee participation on organizational productivity and efficiency has been the subject of a significant and considerable number of HRM work during the1996; Freeman and Rogers, 1999), and it is not uncommon to hear, both researchers, practitioners and star consultants say that extol the merits of the industrial

democracy and say that employee participation in organizational life improves efficiency, effectiveness, productivity, in short the performance of the company26.indeed a priori that this is possible via in particular the "bias of systems of practices interrelated designed to enhance worker participation and flexibility in the conception of work as well as the decentralization of tasks and responsibilities However, it must be admitted that scientific research based on data There are very few empirical reports on the issue. Even today is the following: does the participative current with the various apostrophes stakes on the profitability and productivity of the business has produced results sufficiently convincing to legitimize a form of participative management in the field of companies? At first glance, industrial democracy seems to have a beneficial effect on the well-being of employees27 (these, thanks to the new forms of work organization that generates participation, seems to work more "intelligently"), the sociability of people in the workplace, cognitive learning and capacity building.

On the one hand, participative management indeed seems to have an impact on the sociability of individuals because the leveling of hierarchical structures promotes relationships marked by collaboration, empathy, mutual listening, adaptation to others, respect and recognition of strengthened in particular thanks to the development of the capacities of organizational actors(skills, ability to express emotions, to debate and discuss as a team, ability to decision-making in ambiguous situations) which gradually pass from rationality strictly technicality with affective rationality and development of a certain intelligence Finally, it seems that participatory management encourages and promotes capacity development individuals and therefore constitutes a unique and unexpected opportunity to exchange, share, thus de facto recomposing a universe that once was only confrontation, distrust, According to Roussel (1996), participative management generates advantages for any organization that establishes this form of work organization, among which the author distinguishes among others: "the employee satisfaction (enrichment of tasks increases their motivation and mobilization; greater employability (having access to a greater number of positions allows customers to be served faster; better efficiency (do the right thing first blow, more often, ensures an optimal cost); a higher financial return (the autonomy of teams lower the price of returning goods and service) ".One of the most interesting research looking at the impact of employees on organizational productivity is probably that conducted in 2000 in the United United by Appelbaum Eileen, Thomas Bailey, Peter Berg and Arne L.between employee participation and organizational performance (lower stress levels.

The impact of employee participation on organizational productivity and efficiency has been the subject of a significant and considerable number of HRM work during the decades (Ichniowski et al. 1996; Freeman and Rogers, 1999), and it is not uncommon to hear, both researchers, practitioners and star consultants say that extol the merits of the industrial democracy and say that employee participation in organizational life improves efficiency, effectiveness, productivity, in short the performance of the company26. It seems indeed a priori that this is possible via in particular the "bias of systems of practices interrelated designed to enhance worker participation and flexibility in the conception of work as well as the decentralization of tasks and responsibilities administrative "

IV. RESULT

In any case, it seems, despite the relatively small number of empirical studies on the question, that employee participation is beneficial, at least in the long run.it should be noted that this is a complex process which requires

a time frame significant because it implies questioning, organizational change, will, belief, faith and perseverance on the part of the various organizational actors. procedural approach, but also and above all contingent which cannot (and should not apply to This will have to take into account the realities In summary, it appears that employee participation is beneficial in several ways, and the company could expect: greater employee involvement in the work provided (which consequently implies higher quality); increased motivation in taking initiative and responsibility; greater cooperation for sharing information; the transfer of skills and the enrichment of individual knowledge and collective; a commitment to the company's goals and strategic objectives reach; proactivity in the face of the various expectations of stakeholders the organization and development of an excellent working climate and beneficial dynamism for all (Click, 1967; Diverges, 1971; LA Porte, 1983; Martin, 1994).This article has examined the diverse multifaceted realities of participation, highlighting historically in perspective, the origins and conceptions of this new form If the various quarrels over chapels and the numerous debates and controversies which animated the current of participations translate in a certain way the evolution and transformations that organizations have undergone since classical approaches and Taylorian women, there is still reason to wonder if the power still remains equitably distributed in contemporary businesses and if the current of participation is dimensions of the company are obviously changing, others are still governed by Modernization thus takes on the appearance of a wobbly evolution and disharmonious which is to be attributed to a strong mutual distrust between managers and Anyway, it must be remembered, in the light of the failures of past experiences, that management participatory is a complex, temporal, multidimensional process that spans several approaches and which depends on the goals sought and the constraints specific to each company(organizational culture, financial and human resources, degree of belief of the leaders ,etc.). Consequently, the implementation of such a form of work organization is not (and does not will be) possible only as far as managers believe, and if they are convinced, persuaded and some of the beneficial contributions of this style of management in the life of In addition, one must above all avoid angels and keep in mind that the introduction and the implementation of participatory management presupposes profound changes in terms of hierarchical relationships because it promotes the autonomy of actors, the emergence of new potential leaders (whether situational or transformational), which goes without creating distribution of resources, short of the organization) may indeed seem problematic for good Finally, it is useful to remember that participation cannot be decreed; she supposes so that she can really take root in the field of business, people capable of participate because to truly participate, you must have a certain number of skills, know-how, know-how and a spirit of initiative and learning.
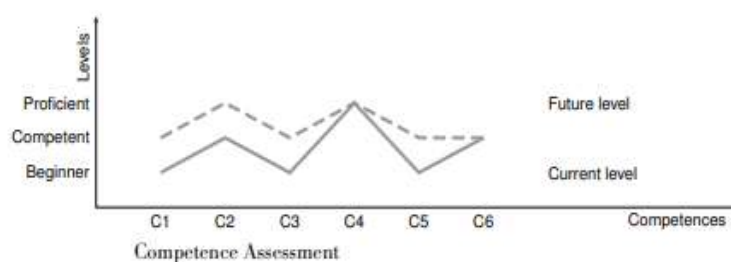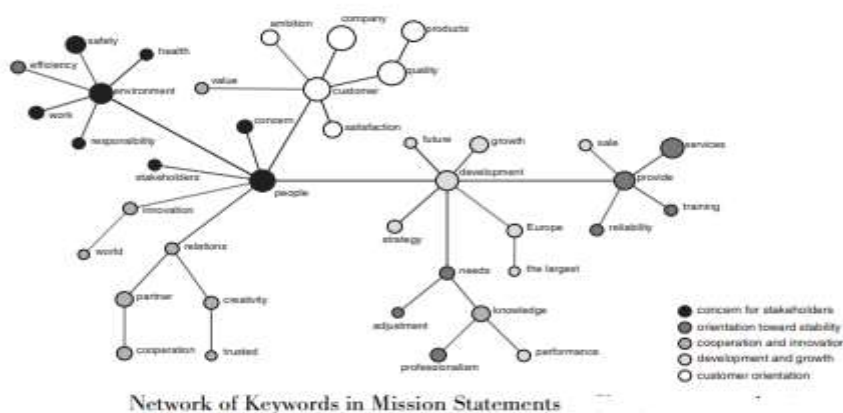

Competence Assessment

TABLE 1 *Continued from the previous page*

Keyword	Frequency	Component				
		1	2	3	4	5
Products	238	−0.089	−0.274	0.063	0.469	0.545
Company	344	0.260	0.058	−0.063	0.041	0.455
Ambition	132	−0.003	0.066	−0.096	−0.029	0.391

Network of Keywords in Mission Statements

Organizational Values Statements, Their Mean Values and Standard Deviations

Variable		(1)	(2)	(3)
v1	We plan the needs and wishes of our customers in advance in our organization.	335	3.84	1.02
v2	To achieve the objectives within our organization we are working persistently.	385	4.17	0.98
v3	Quality of work is important in our organization.	387	4.32	0.97
v4	Within our organization we are focused on successfully completing our tasks.	384	4.31	0.93
v5	At work in our organization we behave responsibly towards others around us.	386	4.02	1.02
v6	We are open-minded to different opinions in our organization.	382	3.62	1.12
v7	In our organization we respect each other.	386	3.57	1.07
v8	Practices in our organization are focused on our costumers/guests.	379	4.08	0.93
v9	Within our organization we work according to accepted rules.	387	3.88	0.96
v10	Immoral behaviour at work is acceptable in our organization.	378	3.81	1.27

V. CONCLUSION

This article has examined the diverse multifaceted realities of participation, highlighting historically in perspective, the origins and conceptions of this new form

of work organization. If the various quarrels over chapels and the numerous debates and controversies which animated the current of participationist translate in a certain way the evolution and transformations that organizations have undergone since classical approaches and Taylorian women, there is still reason to wonder if the power still remains equitably distributed in contemporary businesses and if the current of participation is 23 a reality in the field of our organizations. According to Lindhardt (1994): "If certain dimensions of the company are obviously changing, others are still governed by ancient principles. Modernization thus takes on the appearance of a wobbly evolution and disharmonious which is to be attributed to a strong mutual distrust between managers and performers "29.

Anyway, it must be remembered, in the light of the failures of past experiences, that management participatory is a complex, temporal, multidimensional process that spans several approaches and which depends on the goals sought and the constraints specific to each company (organizational culture, financial and human resources, degree of belief of the leaders, etc.). Consequently, the implementation of such a form of work organization is not (and does not will be) possible only as far as managers believe, and if they are convinced, persuaded and some of the beneficial contributions of this style of management in the life of the organization.

In addition, one must above all avoid angelism and keep in mind that the introduction and the implementation of participatory management presupposes profound changes in terms of hierarchical relationships because it promotes the autonomy of actors, the emergence of new potential leaders (whether situational or transformational), which goes without creating friction or even resistance from managers. The idea of losing control (control of power, coordination, processes, planning, strategy, distribution of resources, short of the organization) may indeed seem problematic for good of leaders.

Finally, it is useful to remember that participation cannot be decreed; she supposes so that she can really take root in the field of business, people capable of participate because to truly participate, you must have a certain number of skills, know-how, interpersonal skills and a spirit of initiative and learning.

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