

## Participation in Group Activities of Strategic Management and Productivity

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**ABSTRACT:** The Purpose of This Study Is to Investigate the Participation of Top Managers and Experts of KHORASAN Regional Electricity Company in Group Activities Associated With Strategic Management and Productivity in 1390, Which has been Conducted in Survey Method With the Statistical Population of 40 People( all Middle Managers and top Experts). Findings Show That The Average of Respondents Was  $44 \pm 7/32$  Years, and They Had  $18 \pm 7/48$  Years of Professional Experience. Regarding the Main Variables of the Study, Average Variables of Professional Skills is  $3/9 \pm .5$ , Personality Traits is  $3/6 \pm .7$ , Organizational Structure is  $3/0 \pm 0/9$ , Leadership Style is  $3/2 \pm .8$ , individual Order Was  $3/5 \pm .8$ , Marked Assignments is  $2/9 \pm .7$  Encourage and Reward System is  $2/9 \pm .5$ , Performance of the Office Staff is  $3/6 \pm .4$ , Type of Office Activity is  $3/5 \pm .4$ , and Effectiveness of Activities is  $3/5 \pm .8$ . Priority of the Variables Based on the Degree to Which They Affect Participation in Strategic Management and Productivity Office Programs is as Follows: 1\_ Professional Skills, 2\_ Supervisor Performance 3\_ Personality Traits 4\_ Office Staff Performance 5\_ Individual Order 6\_ The Office Activity Type 7\_ effectiveness of Activities 8\_ Leadership Style 9 Organizational Structure 10\_ Encourage and Reward System 11\_ Marked Assignments. Considering the Chi- Square Statistic Value, Friedman Test is Also Significant ( $p\_Value < 0/05$ ).

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### INTRODUCTION

Management Styles and Systems in Their Course of Evolution, have Changed the Organizations, Human Resources (HR), and Material Resources a Lot. These Developments Have Changed the Attitudes of managers Towards Work, Employees, Customers, and Organizational Structure, So That the Managers Have a Better understanding of Them. Among theories and Styles, the most Important Ones are Classical, Neoclassical (School of Human Relations), Systemic, Contingency and Telling, Convincing, Participatory and Delegating. Classic theory Considers Man as an Economic and Production Tool, however, By Suggesting Principles Such as Employee Training, Job Division, CREATING Work Units, Coordination, and Guidance, it Brings About relative Growth of Individuals and Improves Their Careers. Common Style of management in this Theory is Telling and Hierarchal Style. The Owners of Neoclassical Theory Believe That Men Have Emotions Feelings, Dignity, Wisdom, and Intelligence and They Should Not Be Considered as a Production Tool. In Other Words, Men Are Full of Talent and Genius, and in Addition to Physical and Material Needs, They Have Social Needs Such as Respect, Self\_ Actualization, and Self\_ Discovery. According to Peter Singe, Systemic Theory is More Important Than all These theories, Which Considers all the Dimensions of the Organization and Human Resources, and it Studies the Organization as a Complex and Dynamic Set and States that (Organizations are Always Changing and Improving

Their Performance Through Using, and Based on the Lessons They Have Learned From Their Experiences). Given the Importance of Group Activities in Organizations, applying Neoclassical Approach in This Study Seems to Be Useful, Since Conjunction of More Complex Phenomena With More Specialized Since Conjunction of Organization and the Necessity of Concentration on some Specific Dimensions of the Issues and Appropriate Action to Resolve Them\_ Which Entails Having Interdisciplinary thinking\_ on One Hand, and Information Explosion Caused By the Continuous and Rapid Trend of New Discoveries on the Other Hand have made it Inevitable to Be Equipped With Group Work and Apply Group Approach, Which in Turn Requires Simultaneous Efforts to create and Expand group Work Culture, Define the Mechanisms of Activities in a framework of Group World and create and Develop the capabilities of managers and Their Subsidiaries in the Context of Group Work. Also, in Today's World, group Productivity is More Significant Than Individual Tasks. Working With Others is Not easy. However, Groups are Main Structure of Any organization. Membership in a Group Has a Strong Impact on the Individual's Behavior, and Behavior of the Group is Affected By the Behaviors of Its members. So, individuals in the Organizations Strongly Need to be Aware of the Status of Groups and their Performance. KHORSAN Regional Electric Company is Among Those Organizations That Need to Promote Greater Group Participation of the

Employees. So, This Study Seeks to Answer the Major Question That What are the reasons for decreasing the Participation of the Employees of the Company in Group Activities (Such as Activities related to the Productivity and Strategic management Office's Scope of Activity) and What Solutions Can Be offered to Increase the Participation and Its Effectiveness. Another Objective of This Study is to Measure the Factors Affecting Group Work of Office Managers as Well as The Company's Top Managers in Strategic Management Activities. Therefore, The main Question of the Study is That Why Managers and Experts are Less Involved in Activities Associated With Strategic management, Though There are Managers and Experts Who are Highly Involved in This Context.

2\_Theoretical Basics and Framework of the Study  
Next, We Review the Theoretical Basics Related to the Subject of the Study, and Explain Necessary Definitions and Some Associated Backgrounds. IT Should Be Noted That the Necessity to Get Involved in Discussions Associated with Productivity and Strategic Management in This Study is Practical, and in the Report Presented to the Employer (KHORASAN Regional electric Company), Results and Applications of the Study Have Been More Stressed.

#### **\*Group Activity:**

Perhaps the Major Reason For Using Group Activity theory is an Advantage that is Achieved in the Shade of Judgment and Group Thought. According to the Old :((two Minds are Better Than One)). The Benefits of Working Together are Obvious in Any Organization. However, groups Should be Managed Skill Fully To Ensure Quality Results: Mere Putting People together Does Not Guarantee Success. Efficient Managers Attempt to use Groups in a Way That They are useful For Both members and the Organization. For Managers, Groups are Effective Tools By Which They Can Increase Participation of the Employees, Sublimate the Workforce Ethics, and Expand their Workforce Diversity. Group Work Has High Profitability in Terms of Individual and organizational Dimensions That\_ Besides the Above Mentioned\_ Includes Individual's Sense of security, Job satisfaction of Hard Work, multi\_ Skilled Individuals, Reduction of Work\_ related Accidents, Balance of the Organizational Layers, Etc. any individual Belongs to Groups Such as Family, Social class, Religion, politics, Friendship, Science, Sports, and Work. These Groups Have a Strong Impact on the Individual's Thoughts and Practices. In Fact, The Fate of the Society Depends on the Fate of the Groups, Because Decisions of These Groups (Committees, Associations, Parties, and Ministries )Have a Direct Influence on the individuals' Fate. But in Spite of the Undeniable impact of Groups On People's Lives, We

Observe Very Little What Happens in Groups. in Fact Many Objectives can Be Achieved Only Through Group Efforts. By Sharing Ideas and Resources and Providing Members With Feedback, a Group Can Be an Effective Mechanism to Achieve Hard Objectives. Getting Together is a Beginning; Staying Together is a Progress; and Working Together is a Success. One Way to Better Understand That What Makes a Group Effective and Keep Its Effectiveness is to Consider the Group as an Open System. Effectiveness of a group\_ Like All open Systems\_ depends Partly on Data Of The System. The Better the Data of the Group is, the More Chance Will Be For the Effectiveness of a Group.

**\*Skills and Characteristics of the Members:**  
Appropriate Competencies in Group Members Can Be a Great asset For Good Performance of a Group. Although these potentials Alone Can Not Ensure the Success of a group, They Construct a Basic Foundation For Potential Good Performance. If The members' Competencies Are Not Adequate, Groups Will Face Limitations in Their Performances, Which Are Hard To Overcome. On The Other Hand, Research Has Shown That Work\_ Related Knowledge, Skills, and Abilities Increase The level of function. Schmitt and Hater's Meta analysis method Indicates a Significant Correlation Between Individual Knowledge, Skill, and Ability (KSA) Variables of Productivity, Group Work, and Distance Stetting. About Individual Characteristics of a Workgroup Members in The Organization, We Can Also Say That Individual Characteristics of the Workgroup And Team Members (Such as Technical Skills, Past Experiences, Interpersonal Communication, and Leadership Skills) Affects a Range of Collective Behavior.

**\*Group Structure:** Workgroups Have a Structure Which Forms the Behavior of the Members, and Makes it Possible For US to Explain and Predict a Large Percentage of the Individuals' Behavior in Groups As Well as The Performance of Groups. Structure is Stable Relationships Among Group Member s. Robins Believes that, Since Workgroup is Not an Irregular and Unorganized Mass, it has Such a Structure That Forms the Behavior of the Groups and Based on Which We Can Predict and Justify a Large Part of the Individual's Behavior Within The Group and Its Performance. He believes That Structural variables Are :Formal Leadership, Norms, Group Size or Largeness, and Group Composition..

#### **\*Group Cohesion**

Group Cohesion is Defined as, ((Attractiveness of a Group For Its Members Along With Motivation to Stay as Part of the Group and Stand Against Leaving it)). In Order For the Group to Perform a Task, the Individuals' Activities Should Be Associated and

Somehow Harmonic. Since Individuals Have Various Abilities and Motivations, Division of Work is Usually Necessary, And the Result Appears in the Structure of the Group.

**\*Group Leadership Style:** Leadership is an Integral Element of Group Life, and a Prerequisite for Coordinating Behavior of Members in Search of Common Goals. Leadership is a Kind of Specialized Social Interaction :a Two\_ Sided, and Sometimes, Emerging process in Which a Colleague is Allowed To Motivate Others \_ While Influencing Them \_So that They Achieve Their individual and Team Goals. In Today's Competitive Word, The Factor In All Socio\_ Economic Systems' Success is Choosing Best Practices For Continuous Leading and Improving This Mechanism. Sensitivity of the Issue of Leadership in One Hand, and Decisive Role of Groups and Promotion of the Organization Performance on The Other Have Led to Consideration of Workgroups as one of the Main Areas of Growth and Development in the Organization. Lack of leadership or Leadership Without Authority and as a Result, a Weak teamwork\_ That Will Be Subset of This Group\_ in the Organizations With Poor Performance Makes Immediate and Necessary Organizational Behavior Fail to Occur Timely, and as a Result, Either the Organization Fails to Fulfill Its Goals, Or it Faces Imperfections in Achieving Them.

**\*Members' Assignments:** in Order For a Group to Perform Something, the Individuals' Activities Should be Related and Somehow Harmonic. Since Individuals Have Various Abilities and Motivations, Work Division is Usually Necessary. The Process of Assignment and Task concentrates on the Way Groups Perform Their Work. This Process Includes Deciding the Agenda, Understanding Timeframes, Collecting Opinions, Choosing Best Technique For Decision Making and Problem Solving. These Task behaviors Also Help Group Task or Goal.

**\*Group Reward and Punishment:** Good Goals and an Appropriate Reward System Help Build and Maintain the Group Members' Motivation For Hard Working and Cooperating to Support Group Achievements. Policies, Methods, and Organizational Culture Concentrated on Individualism Can Be a Barrier to the Effectiveness of a Group. Groups Rely Heavily on the Collections that Foster and Encourage This Culture. Naturally, Managers Should Create Supportive Collections as Much as Possible, in Order to Maximize the Effectiveness of the group. On the Other hand, if Goals and Rewards Concentrate Too Much on Individual Results, it Will Harm the Group.

**\*Group Dynamic:** group Dynamics\_ Which Has Its Root in Psychology and Sociology\_ is an Important Issue in the Field of Organizational Behavior. There are Several Theories About Group. In Some of Them,

Group Processes are linked to Psychological Processes Such as Group Members' incentives, Psychological Processes Involved in Forming the Social Concept Among Group Members. And Even Their Instinctive tendencies. Also, in Some theories Group is Considered as a Social System.

**\*Empirical Background:** in the Rest of the Theoretical Basics Section, We Will Investigate the Empirical Basics. In This regard, We First Consider the External background and then Internal Background Will Be Discussed. In a Study By Ross et al (2009) on Final Year Dental Students, They Investigate the Effects of teamwork on knowledge and the Students' Attitudes. Results Showed the Students Who received Their Trainings in Teams Had a Higher Level of Information and Knowledge. In Another Study Showed that teamwork Has a Positive Effect on the Organization's Production and Financial Performance, and That in Successful teamwork, team Structure is More Significant Than its Members. Candela (2008), Concluded That Due to the Coherence of functions, teamwork as Climbed Up to the First Column in Management Architecture. Activities Such as Work Flexibility, Continuous Progress, Being Duly, Quality Strategies, Empowerment, Flat and Matrix Structures Accelerate the Acceptance of Teamwork as a Key Strategy to Increase Performance. Vacuum (2008) Suggests ways to maximize Team Efficiency, Which require a Large Volume of Information, Careful thought, and Effective Management. He Believes that the First Step in creating an Efficient Group is Data Collections. In This View, Selecting Group Members is the First and Most Important Step Which can be the Beginning of the following Successes. Vacuum Says That Participation of All team Members and Their Skills Leads to Achieving Goals, and therefore We Should Not Rely on Individual Skills. In Order to Find Right People for the team, He Suggested That Employees Be Asked Periodically About What they Need to Have Training and What Skills They Are Interested in, and So on. Although the Coordination of the Group is Important, Sometimes Disharmony is Necessary For the Group, as For Example Forming a Group With Some Friends Has a Devastating Effect on Production. Finally, he Mentioned The Term (group Thinking) in Which New Ideas and Thoughts Can Not be Expressed. in This Case, Choosing an individual With Creative thinking Ensures the Group Success. Delarueet Et al ( 2008) Found a Positive Relationship Between teamwork and the Organizational Performance. SHOJA POUR and NAZARI (1388) Showed That Clear team Goal, Fitness of Team Goals With Individual Goals, Challenging Tasks, Team Reward and Punishment System, Flexibility of team members, Fitness of Team Members' Authorities and Responsibilities, and team

Members' Mutual Trust Have a Significant Relationship With teamwork. Hodeida Et Al (1388) Using Two Questionnaires Including Keno Vitamin's Joint Leadership (2008) and Oneal's Teamwork Showed That Average Score of Teamwork was 2/63. Components of Joint Leadership Have a Significant Relationship With teamwork. Also, results of regression Show That All Joint leadership Components Clarify the Value of Teamwork Variance. The Maximum Value Belonged to Coordination Component and the Minimum Value Belonged to Motivation Component. Results of a Study Performed By RAMAZANI NEJAD Et al (1389) Showed that trainers More leadership Behaviors of Training and Exercise Than Democratic Behaviors. They Also Reported a Positive and Significant Relationship Between Social Task Cohesion and Leadership behaviors of Training and Exercise. Fuji (1389) States That Professional Skills of Group Members, Their Characteristics, Group Structure, Group Cohesion, Leadership Style, Specified Assignments Reward and Punishment System are Factors Effective in Improving Teamwork. The Two Factors\_ Characteristics and Leadership Style\_ are Priorities. Since Productivity and Strategic Management is Somehow Associated With Other Parts of the Organization, Decisions of This Unit is of Great Importance. KARIMI DASTJERDI Et al (1389) Have Extracted the Barriers to Implementation of Strategic Decisions in the Organization, the Most Noted of Which are Poor Management, Non\_ Commitment of Decision Makers, Weak Human Resources, Disharmony, Lack of Top Management Support, limited Resources, Poor Communication, and So on ; Barriers That Strategic Management Will Not Be deprived of Them. TOHIDI (1389) Shows that in Strategic Decisions, The Creativity of Decision Makers is the Basis of Decision Making and Implementation Dynamics. LAJAVARDI And HOSSEINI(1389) Shows that in Strategic decisions, the Creativity of Decision Makers is the Basis of Decision making and Implementation Dynamics. LAJAVARDI and HOSSEINI (1389) Have Investigated the Formation Strategies of Work Teams Facilitating Knowledge Creation. In their Study, they Some How the Necessity of a Work Team and The Strategies Effective in Creating it Have Been Analyzed. They Concluded That Joint Language, individual Independence, The Culture of Considering Others Among Employees, Utilizing The Organization's Memory, and Finally, horizontal Communications in The Organization Have Positive Effects on Formation of Knowledge\_ Related Work Teams, and Also They Can Greatly Help Managers in Productivity and Strategic Management. KAZAMI Et Al (1390) Have Investigated the Teamwork Quality Structure and Modification of Team Interaction

Measuring Tools\_ Which is a Conceptual and Empirical Analysis. They Concluded That We Can Include Concepts Such as Conflict, Goal Setting, Decision Making, ETC in Teamwork Investigation and Have a Better Evaluation of Its Quality.

The Study Hypotheses: According To The Previous Discussions, the Study Hypotheses Can Be Expressed As Follows(One\_ Dimensional): First hypothesis: Professional Skill of Managers and Experts Are Higher Than Average in Activities Related to Productivity and Strategic Management. Second Hypothesis : Characteristics [Personal Traits] of Managers and Experts Are Higher Than Average in Activities Related to Productivity and Strategic Management. Third Hypothesis: Alignment of Organizational and Administrative Structures \_Including Managers and Experts\_ With Activities Related To Productivity and Strategic Management is Higher Than Average. Forth Hypothesis: (Individual and Interpersonal) Cohesion and Order of managers and Experts and Their Participation in Activities Related to Productivity and Strategic Management Are Higher Than Average. Fifth hypothesis: leadership Style in The Area Of Productivity and Strategic Management and Participation of Managers and Experts in Activities Related to This Management are More Aligned Than Average. Sixth Hypothesis: Tasks, Duties, and Specified Roles For Managers and Experts in Activities Related to Productivity and Strategic Management More Than Average. Seventh hypothesis: Reward and Punishment System in the Company, Especially in the Area of Productivity and Strategic Management With the Purpose of Managers and Experts' Participation in Activities Related to the Office is Higher Than Average. Eighth Hypothesis: Performance of Those Superior to Managers and Experts With The Aim of Their Participation in Activities Related to Productivity and Strategic Management, is Higher Than Average. Ninth hypothesis: Performance of Productivity and Strategic Management Office Employees With The Purpose of Managers and Experts' Participation in Activities Related to This Office is higher Than Average. Tenth hypothesis: Productivity and Strategic management's Type of Activities and Participation of Managers and Experts in Activities Related to The Office are higher Than Average. Eleventh Hypothesis: The Effectiveness of Activities and Expectations of Productivity and Strategic Management With The Aim of Managers and Expert's Participation in Activities Related to the Office is Higher Than Average.

#### **\*Methodology of the Study**

This Study is the Type of Survey. This Method Considers Hypothesis Construction, Performing Tests, and Determining Relationship Between Not Manipulated Variables By Using



Questionnaires. This Type of Study is Unlike Experimental Or Empirical Study in Which Variables are Carefully Manipulated and Adjusted: measuring Tool in This Study is a Researcher made Questionnaire Including Questions With Closed Answers, That Has Been Developed on Four Parts: A\_ Identifying Respondent's Background Variables B\_ Identifying Variables Related to (Individual and Organizational) Factors Affecting Team Participation of Managers. In Each Part of Liker Scale, ((Fully Agreed)) With Score of 5 to ((Fully Disagreed)) With Score of 1 Are used. After Providing Tools, Questionnaires Were Provided to Top managers and Experts, and They Were Handed Over After Completion. The Data Were Edited, Encoded, and Entered Into (SPSS). By Using the Descriptive Statistics, That is Central and Dispersion Indexes, and Inferential Statistics, That is Friedman Test, Chi\_Square and Comparison of Average Single\_Sample Were Analyzed. Confidence in the Study Tools Was Obtained Formally; Such that Comments of Judges\_ Who are the Electric Company's Employees and

Professors\_ Were Evaluated About the Items of the Questionnaire and its Indexes. The Questionnaire's Reliability Obtained 95 Percent (With 62 Items) By Using Chronbach's Alpha. Reliability of the Study's Latent Variables are as Follows: Professional Skills (./60), Superiors' Performance (./76), Characteristics (Personal Traits) (./86), Office Employee Performance (./89), Individual Order (./84), the Office's Type of Activity (./66), Effectiveness of Activities (./89), Leadership Style (./90), Organizational Structure (./70), Reward and Punishment System (./61), and Specified Tasks (./76). The Study's Statistical Population Consists of Top Managers and Experts of KHORASAN Regional Electricity Company Which Has Been Estimated About 40 People. Considering Low Volume of The Statistical Population, Researchers Used Whole Counting, So They Didn't Have to Sample and Estimate its Volume.

#### Data Analysis and The Study's Findings

The Respondents' Demographic Description is Shown Briefly in Table(1).

**\*Table (1) :Respondents' Description in Terms of Background Variables\***

Criterion	Average	Sig	$\chi^2$	Percentage	Abundance	Dimensions	Variables
44/.	44/.	./4	9/25	5	2	27-33	Age
				20	8	33-39	
				35	14	39-45	
				22/5	9	45-51	
				17/5	7	>51	
—	—	./..	29/7	25/6	10	Bachelor	Degree
				71/8	28	Masters	
				2/6	1	PHD	
18/7	18/7	./3	9/25	7/5	3	3-9	Experience (Year)
				25	10	9-5	
				30	12	15-21	
				25	10	21-27	
				12/5	5	27	
40							Total

Table (2) Shows descriptive Findings Related to the Study's Main Variables.

**Table (2) :Qualitative Description of the Study's Main Variables\***

Max	Min	Range	Variance	Criterion	Mode	Median	Average	Variables
5	1	4	./3	./5	4	4	3/9	Professional Skill
5	1	4	./5	./7	4/1	3/7	3/6	Characteristics (Personal Traits)
5	1	4	./8	./9	3/6	3/1	3/.	Organizational Structure
5	1	4	./6	./8	4	3/7	3/5	Individual Order
4	1	3	./7	./8	4	3/5	3/2	Leadership Style
4	1	3	./5	./7	3/4	3/.	2/9	Specified Tasks
4	2	2	./3	./5	2/7	2/7	2/9	Reward and Punishment System
5	2	3	./5	./7	4	4	3/6	Superior Performance
4	2	2	./2	./4	3/5	3/5	3/5	Type of Activity
5	2	3	./2	./4	3/5	3/6	3/6	Performance of the Office Employees
5	1	4	./6	./8	4	4	3/5	Effectiveness of Activities

After Constructing the Questionnaire Items Quantitatively By Using Combined Command in the Software in a Statistical Method of Average Integration and Main Dimensions, They Were Described Quantitatively. As You Can See, Averages Are in a Swing from One to Five. Prioritizing Factors affecting Participation of managers in Activities of Productivity and Strategic management Office is Another Part That Was Investigated Through Friedman Test. This Test is Used When a Researcher is Going to Prioritize Qualitative Variables\_ Which have Been Measured in a Common Range (Here, Liker)\_ based on mean Rank. Also, Due to Lost Data or Outliers, Averages and Standard Deviations of This Test will Differ From Similar Cases in Simple Description. Table(3) Shows Findings of the Test.

**\*Table(3): Rank Comparison of the Study's Main Variables\***

Priority	Mean Rank	Criterion	Average	Number	Variables
1	8/.9	.5	3/96	38	Professional
2	7/11	.7	3/63	36	Superior Performance
3	7/.1	.7	3/64	38	Characteristics (Personal Traits)
4	6/91	.4	3/66	38	Performance of the Office's Employees
5	6/49	.4	3/51	38	Individual Order
6	6/49	.4	3/55	38	Activity Type
7	6/24	.8	3/55	38	Effectiveness of Activities
8	5/20	.8	3/23	38	Leadership Style
9	4/45	.9	3/.2	48	Organizational Structure
10	4/.1	.5	2/91	38	Reward and Encouragement System
11	3/97	.7	2/95	38	Specified Tasks

Friedman Chi-Square =97/84 Significance Level= 0/000

Given that the Study's Main Variables Are Classified at Rank Level and on the Other Hand,the Study's Hypotheses Are Univar at and One \_Way,To Test them,Each Variable Should be Compared With its Median.

**\*Table (4): Comparing Medians of the Study's Main Variables\***

Sig	z	Number	=>Median	<Median	Median	Variables
.84	.19	40	34	6	4	Professional Skills
.53	.62	40	29	11	4	Characteristics(Personal Traits)
.13	-1/48	40	27	13	3	Organizational Structure
.93	-0/08	40	25	15	4	Individual Order
.07	-1/80	38	19	19	3	Leadership Style
.20	-1/26	38	27	11	3	Specified Tasks
.27	-1/08	39	30	9	3	Reward and Encouragement System
.08	-1/73	39	28	11	4	Superiors' Performance
.06	-1/85	40	27	13	4	Performance of the Office's Employees
.03	-2/14	40	25	15	4	Type of Activity
.00	-4/48	39	23	16	4	Effectiveness of Activities

Results of This Study Do Not Need to Be Generalized and is Special to This Population( Top Managers and Experts of KHORASAN regional Electric Company).Finding of the Comparison Test, Given the Median, are Shown in Table (4). This Table Shows That all Qualitative Index\_ Except For Leadership Style\_ are Higher Than the Median. In Other Words, Top Managers and Experts of KHORASAN Regional Electric Company are Higher Than Average in Ten Items Including Specified Tasks, Encouragement System, Superiors, employees, Performance, Type of Activity, and Effectiveness of Programs. In Addition, Except For Fifth hypothesis, All hypotheses Were Confirmed.

### Conclusions and Suggestions

In Today's Management System, managers are Expected to Create Such a Workplace in Which Not Only Individuals through Individual participation But Also as Group members and a Work team Achieve high Performance in the Area of Micro and Macro Goals of the Organization. in Fact, One of the Main Objectives in New Work Places is That groups or teams, as the Most Important Resources, Should Best be used. Since a Lot of Activities are Higher Than Individual capacities, it Can Be Said that Two minds are Better Than One, And real Success in Management Entails Mobilizing are Better than One, and Real Success in management Entails Mobilizing the Staff

and Using Groups and Teams as the Organization's Most Important Human Resources. Results of the Research Shows That high Group work Will Increase Group Members' Efforts For Social Interaction in Order to perform the Organizational Priorities. The Main Purpose of This Study Was to investigate the Reasons For Reduced Willingness of the Managers and Experts of KHORASAN Regional Electric Company to participate in group activities of the Productivity and Strategic Management Office. results show That Among eleven Factors Affecting the Improvement of group Work, Factors Including leadership Style, Superiors, Performance of the Office's Employees, type of Activity and Effectiveness of activities are Most effective Ones. Findings Show that hypothesis is Confirmed, and Professional Skill of Managers and Experts are Evaluated Higher Than Average.

Regarding the Effects of Professional Skills on grow Work Improvement, a Research By Miller Also Has Shown That Knowledge Related to Work and Professional Skill Will Increase Function Level. Participation in Productivity and Strategic Management Programs May Include Having Knowledge as Well as Verbal and Psychological Skills. Findings of the Study in This Area are Consistent With Those By EUJI(1389) and miller (1997). Second Hypothesis Was Confirmed and Characteristics (Personal Traits) of Managers and Experts Were Higher Than Median; That is, Average. Characteristics (Personal Traits) of Group Members Was Another Factor That Respondents Mentioned as a Factor Affecting Group's Success Or Failure. This Sentence Means That Managers Should be Fully Aware of Individual Needs and Dynamics Among Them, in Order to Among Groups Effectively and Efficiently. So Appropriate Competencies in a Group members Can Be a Big Asset to Achieve Good Group Performance (Aligned With Fuji,1389; VOKAN, 2008). Managers' Cohesion and Order Was Such That Indicates the Confirmation of Fourth Hypothesis and High Level of This Index Among Them. in the Case of Irregularities and in the Absence of a Proper Division of Work, Strategic Management Can Not Show its Good Performance (a Aligned With KARIMI DASTJERDI Et Al, 1389[Persian Year]). Sixth Hypothesis\_ in the Context of Managers' Specified Tasks, Duties, and Roles\_ Was Also Confirmed (Aligned With Fuji, 1389[Persian Year] and Miller, 1997). Since According to Senior Managers and Experts, the Company's Encouragement and Reward System, Especially the Productivity and Strategic Management is Higher than Average, Seventh Hypothesis Was Confirmed as Well. Reward and Punishment System Helps Improve Group Work With Proper Goals, and a Good Reward System Helps

Create and Maintain Group Members' Motivation For Hard Working and Working Together in Support of Group Achievements, and on Other Hand if Goals and Rewards concentrate too Much on Individual results, the Group Will Suffer. This Issue Was Also Stressed By the Sample. Therefore, Creating a Reward Structure That Allows group Members to Achieve Their Goals Via Attempting to Obtain Group Goals Can Lead to Formation of a Productive Group. This is Consistent With Studies Conducted By SHOJA POUR and NAZARI, 1388(Persian Year), and Miller (1997). Performance of Superiors Have Been Evaluated Higher Than Average, So Eighth is Confirmed. Therefore, if a Superior Has The Necessary Authority and a Strong Influence on The Company's Management Team, and Also if He (SHE) Has An Effect on Other Parts of the Company, One Can Expect That the Office Has a Better Performance (Aligned With RAMEZANI NEJAD Et al,1389) Ninth Hypothesis\_ in the Area of Performance of the Strategic Management Office's Employees\_ Was Confirmed, Because the Respondents' Comments Were Higher Than Average. Other managers Expect That the Productivity and Strategic Management Office's Employees have a Good Performance and Greater Efforts Aligned With The Company's Goals. If This Group Have a Low Performance in Their Area of Work, it is Expected That Managers' Participation in Their programs is Reduced (Aligned With KARIMI DASTGERDI Et al, 1389). According to Respondents, Type of Requests and Type of Productivity and Strategic Management Activities Were Clear and They Had a Positive opinion on That. Thus, Tenth Hypothesis Was Confirmed, Too, in Other Words, General Speaking, Unclear Speaking, and Defining Unnecessary Programs For the management Should be Avoided, Because it Gets the Productivity and Strategic Management Away From the Managers' Requests and Finally, from the Company's Requests (Aligned With LAJAVARDI and HOSSEINI, 1389). Eleventh Hypothesis Was Confirmed as Well, Because From the Respondents' Point of View, Effectiveness of the Productivity and Strategic Management Activities and Expectations is Higher Than Average. In Order For Employees to Have a Better Performance, it is necessary to Respect the Management Requests and act on Them. More, Programs That are Approved By the Office Should be Considered Completely. Otherwise, Participation of Managers Will be Reduced and Finally, Disappeared (Aligned With VOKAN 2008; KARIMI DASTJERDI Et al, 1389). However, Fifth Hypothesis Was Rejected. The Company's Managers Had a Different Opinion in This Regard and Denied its Strength in the Company. however, According to Managers, Leadership Style is One Of the most Important Factors

Affecting Group work Improvement. In Today's Competitive World, Success of all Socio\_Economic System depends on choosing Proper Methods For leadership Continuous Improvement of This Mechanism. Sensitivity of Leadership Issue in One Hand, and Decisive Role of Workgroups and Promoting the Organization's Performance on The Other Hand Have Led to Considering Workgroup Leadership as One of the Main fields of the Organization's Growth and Development (Aligned With Fuji, 1389; RAMAZANI NEJAD Et al, 1389; and HOVEIDA et al, 1388 [Persian Year]). According to the Findings of This Study About factors Effective on Improving Further Participation of Top managers and Experts in Activities Related to the Productivity and Strategic Management Office and Practical Significance of This Study, We Present the Following Suggestions:

1\_Developing a Prospect and a Course to Achieve Goals : Managers and Employees Working in the Productivity and Strategic Management Office Should Select their Goals Carefully and Emphasize on Determining and Organizing a Strong and Useful Prospect. 2\_ Encouragement and reward: It Seems That in Order to Encourage and Motivate Top Managers, Deputies, and Experts of Other units to participate in Activities, the Company's Management and the Productivity and Strategic management Office Should Consider Some Rewards. 3\_Informing and Promoting in the field of Knowledge :First of all, Goals and Programs of the Productivity and Strategic Management Office Should Always Be Promoted in the Company in Different Ways, and the Company's Managers Should be Informed in This regard 4\_ Creating Culture of Participation in Programs: Issues Related to Productivity and Strategic Management Office are Innovative and Have Been Faced With Low Interest in the Country's (IRAN) Administrative Society. This Issue Refers to The Level of Culture\_Making in This Area. Planning to Reduce Busy Managers: Given That the Importance of the Productivity and Strategic management Office Programs is Evident to Anyone, So Managers of the Companies Should Devote Part of Their Work Time to the Programs of This Office. 6\_Measuring the Effectiveness Rate :After Implementing Each of the Productivity and Strategic Management Office's Programs, its Effectiveness Should be Measured, and Other managers Should be Informed About the Results. The Offices' Managers Should Attempt to Implement it.7\_Support of Superiors and the Company's Managers: First, a Superior Should Support Managers' Participation In the Productivity and Strategic management Office's Programs, Then He (SHE) Should Encourage Them and Finally, He (She) Should Plan in a Way That There is No

Interference of Duties. 7\_ Asking For feedback, and Useful Communication: in Order For the Productivity and Strategic Management Office to Further Communicate With Other Parts of the Company, it Should Step Ahead Both Through Conventional Approaches and Innovative Approaches, Avoid One\_Way Looking at Programs.

8\_Promoting Characteristics (Personal Traits) and Professional Skills of Managers: Managers should Simultaneous With the Knowledge That is Created For Their Programs By the Productivity and Strategic Management Office, Promote Their Specific Skills and Study in This Area and Participate With Further Concentration and Knowledge 9\_Promoting Performance of the Productivity and Strategic Management Office: Although, Respondents. Evaluated the Performance of Colleagues in the Productivity and Strategic Management Office good, It Seems that in the Above Mentioned Areas as Well as the Innovations That Will Take Place in These Programs, the Office Should Show its good Performance. Finally, it Should be Noted That the Productivity and Strategic Management Office of KHORASAN Regional Electric Company Was Interested in Our Suggestions. In the End, We Appreciate Their Sincere Cooperation.

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