# The Philosophy of Participation Management: Theoretical Reflections and Practical Relevance in Contemporary Organizations

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*Abstract. The philosophy of management focuses on individual active involvement in decision-making and task implementation to create an inclusive and adaptive organization. This article explores participation management from a philosophical viewpoint, highlighting ethics and collective responsibility in management practice. Hence, the analysis shows that participation management can help an organization become more effective by strengthening communication, increasing a sense of ownership, and developing a collaborative work culture. Therefore, participation management also creates space for creativity and innovation when facing changes in the dynamic organizational environment. In conclusion, the integration of philosophy in participation management can ignite more humanistic, inclusive, and sustainability-oriented leadership practices. Participation management has emerged as a strategy to address complex challenges in today's organizational landscape.*

*Keywords: Management Theory, Philosophy of Management, Participation Management*

## 1. BACKGROUND

Participation management becomes a main topic in managing modern organization. The active involvement of individuals in decision-making is deemed capable of creating an inclusive work atmosphere and strengthening the sense of ownership towards common goals. In the context of contemporary organizations, participatory management is not only considered a technical necessity but also a reflection of ethical values that support organizational sustainability. Therefore, two-way communication becomes very important to ensure that planning can proceed effectively and have profound meaning (Margerum, 2002).

However, philosophy, as a discipline that delves into the foundations of thought, can provide a deep perspective on the essence of participation. By communication process about the organization concept, members can be influenced so that their behavior is able to form and maintain organizational culture (Champoux, 2010). Using philosophy found that participation management is not only administrative practice, but also manifesting values such as justice, freedom, and responsibility. Participation also can be seen as a new model that changes the organization to develop creativity and innovation, increasing employee capability to a better decision-making (Pardo-del-Val, 2012).

Organizations in the era of globalization face increasingly complex challenges, including technological changes, workforce diversification, and rising stakeholder expectations. This also sparks changes among employees; initially, employees only expected extrinsic benefits such as salary, but now employees also need intrinsic benefits such as satisfaction, responsibility, and autonomy related to their work outcomes in the company (Halal & Brown, 1981). In this condition, a participative management approach becomes an important strategy to create a flexible, responsive, and innovative organization, as revealed by Meyers & Van Woerkom (2014) that the philosophy related to talent management practices can impact performance improvement in human resource management.

Adopting philosophy perspective, participation management can be seen as an effort to align individual goals and organizational goals. Singh (2005) stated that despite of new ideology, the traditional ideology not completely gone. However, the implementation of participation management is not easy. There are some resistances in the changes, lack of understanding of the concept of participation, leaders who do not yet believe in the abilities of their subordinates, and also the high costs of training for the participatory management program itself (Obiekwe, 2019).

Although many studies have been conducted on participatory management, research from a philosophical perspective still needs to be completed. This article aims to fill that gap by exploring the philosophical dimensions. The approach used in this research is conceptual, reviewing relevant literature to identify the main principles of participatory management and its implications in organizational practice. This research will provide new insights for practitioners and academics on the importance of understanding participatory management from a philosophical perspective. It will also offer guidance for organizational leaders to implement more effective participatory management, taking into account ethical and humanitarian values.

## 2. THEORETICAL STUDY

### Management Theory

The development of management theory has progressed very rapidly, making it important to understand the process of evolution of these theories and principles of management. In the history of management thought, there are three main streams: the classical stream, the human relations stream, and the modern management stream. In the ancient times, the concept of management can be seen in Egyptian Pyramids. While constructing Pyramids, it is involving thousands of workers, it shows in that time a series of well-organized activities

have been implemented, following carefully planned stages. And the results are magnificent even become the wonders of the world.

In the academic perspective, the concept of management defined around the 18th century to the beginning of the 19th century AD. Robert Owen, a reformer and industrialist from England, was one of the first figures to emphasize the importance of human resources in organizations. He also emphasized the need to pay attention to workers' welfare as part of the organization's success. Meanwhile, Charles Babbage, an English mathematician, was a pioneer in conveying the idea of efficiency in the production process. He believed that clear division of labor and the application of mathematics in management could enhance the efficiency of facility and material usage in production (Sule & Saeful, 2019).

In the classical stream, Robert Owen highlighting the important of investment in the employee, because employee essentials in the organizational performance (Adha & Dini, 2023). Meanwhile Charles Babbage emphasizes the importance of work distribution according to the employee's specialization. Hence, the employee needs to equipped by training and skills (Adha & Dini, 2023).

Meanwhile in human relation stream, Elton Mayo highlighting to create a great human relation, manager need to understand the employee behaviour, social and psychological factor that motivates the employee (Wahjono, 2022). Last, in modern management stream, emphasizing that management is not just a rigid technical process, but systematic, and its approach must be carefully and thoughtfully designed. Organizations are viewed as a cohesive whole, so the approach taken by a manager in managing and supervising must be tailored to the situation at hand.

**The Relationship of Management and Philosophy**

Ontology perspectives: based on ontology there are some reasons why decision-making is needed. The essence of decision-making is the act of choosing the best option in many alternatives using tactical or operational decisions regarding a problem. Decision-making is at the core of the management process, playing a crucial role in determining the direction and success of an organization. In the context of organizations, decision-making becomes a very important element because it involves critical decisions such as entering a new market, developing new products (Elbanna, 2007), where every action taken must be based on careful consideration. According to Abubakar (2019), Decision-making can take the form of gathering information intuitively by utilizing one's feelings, or the process can be carried out systematically, so that decision-making can be achieved through feelings or through rational analysis. Hence, Siagian in Yenedi (2019) stated that decision-making is divided into; strategic

decisions made only by management who heads an organization; tactical decisions which involve choosing one decision from various alternatives; and operational decisions that can be made without the approval of the leadership and are related to daily activities that ensure the smoothness of work processes. The three are interrelated and support the organization's goals.

Based on epistemology perspectives, the question is what is the process in decision making? According to Akdere (2011) decision making is a process involves various steps according to the option and available scenario. Beach & Mithcell in Akdere (2011) explained the contingency model such as: problem identity to get to know the main cause, data analysis including gathering the information and reveal the pattern, creating the alternative solution, choosing the most efficient and effective solution, the implementation of the problem-solving that need great coordination and communication, and last is evaluation to know the success and failure of the models.

Therefore, based on the axiology perspectives, the question is what is the purpose of decision making? Denison (1990) stated that from various participation management literature can be seen that the employee participation can stimulate organization to adopt new strategies and growing a participation work culture. Meanwhile Branch (2002) found that participation management completing the traditional bureaucratic hierarchy. Hence, decision-making in participation management can help increasing coordination and collaboration in the organization. This enthusiasm undoubtedly influences organizational behavior, at least to some extent (Kanter, 1982). This process creates synergy that not only enriches solution options but also enhances a shared sense of responsibility towards the desired outcomes. Last, decision-making can help developing innovation. The process of evaluation many alternatives solution can encourage new idea to create a sustainable improvement (Abubakar, 2019). Also it can helps organization to mitigate and forecast the potential problems.

**Participation Management in Philosophy**

Participation management from a philosophical perspective can be likened to a tree that has various parts supporting each other to grow and develop well. Just as a tree needs strong roots to survive, in participatory management, an organization also requires a solid foundation, namely fundamental principles that ensure all parties can contribute equally. These roots serve as the main support in connecting all elements within the organization, ensuring that every voice is heard and considered in decision-making. Trees also need leaves, which serve as a place to process food for the plant. In participatory management, these leaves can be likened to open communication within the organization. Healthy leaves can absorb information well,

facilitate the exchange of ideas, and ensure that every member of the organization feels involved in the ongoing process.

Just as photosynthesis occurs in leaves with the help of sunlight, in participatory management, this process also requires "sunlight" in the form of trust and support from all parties. Without sufficient trust, it is difficult for managers and organizational members to work together harmoniously. When a tree has strong roots, lush leaves, and enough sunlight, it will grow healthily and produce flowers or fruits. In an organization, these fruits and flowers can be likened to the results of effective participatory management. Hence, it is important to remember that every part of the tree must work well in harmony.

However, participation management that is effective can produce a "tree" that is not only healthy but also productive. Markowitz (1996) stated that giving employees decision-making power will enhance their morale and commitment to the organization, which helps productivity. Meanwhile, Drehmer, et al (2000) found that there is significant connection between strategies and participation approach that is diverse. However, Bloom (2000) and Lawler (1993) highlighting the importance of a complete organization model to designing the right participatory approach or transition, considering that this can be a challenge.

## 3. RESEARCH METHODS

The purpose of this study to analyse how participation management can be seen through philosophy perspectives. Also shows the main principal of participation management, the purpose of participation management implementation, the challenges in participation management, the relevance of participation management in contemporer era, and the implication of participation management philosophy in decision-making. However to investigate this phenomenon, this study using literature review from secondary data adopted from Google Scholar. This method present a participation management in philosophy perspective from various area.

## 4. RESULTS AND DISCUSSION

**Main Principal of Participation Management**

Participation Management is an approach that acknowledge the importance of active participation from all of the organization member. Participation management also known widely as a characteristics of a firm that is have social responsibility (Collins, 1996). The basic principle is that every member of the organization has the right to participate (Koopman, 1998) because their unique values, expertise, and perspectives can support the decision-making process and the organization's performance. In this case, participatory management not only

focuses on the results but also on the process that involves all parties inclusively. Participation is also a way to enhance individual well-being by boosting creativity, self-esteem, and ego strength. (Branch, 2002)

This approach emphasizes that the success of an organization is not the result of individual efforts, but rather comes from team collaboration and the trust between managers and their subordinates (Lichtenstein, 2008). Collaborative problem-solving groups or workers organized into committees or teams are touted as superior methods for addressing coordination issues in complex organizations, enabling faster diagnosis and resolution of production problems that affect quality and productivity (Kelley, 2000). Participation allows all members to feel valued and to have an important role in achieving common goals, which can create a strong sense of ownership, increasing motivation and productivity (Halal, 1981). Bloom (2000) stated that people involved in decision-making have a greater interest in implementing those decisions compared to those who are not involved.

However, the main principal of participation management including transparency. In this context, transparency refers to the openness of information, processes, and organizational goals to all members (Lawler dalam Branch, 2002). By ensuring that everyone understands what is happening within the organization, employee contributions become more targeted. In addition, participatory management emphasizes two-way communication and trust between leaders and their subordinates, allowing all members of the organization to participate effectively (Linchenstein, 2008). Participatory management also includes granting autonomy to members of the organization. It is align with Lawler (1993) which emphasizes the benefits of participative management, arguing that decisions can be made more quickly and flexibly when power is shifted to the lowest possible level and that workers, especially knowledgeable workers, are empowered and motivated by these changes.

The next principal including rewards and recognition system, which used based on the performance of employees who have been able to participate, improve teamwork, and have performance that supports the organization (Linchenstein, 2008). Rewards are not only in the form of financial compensation but also verbal recognition, promotions, or opportunities for personal development given to individuals who contribute positively. However, in implementing participatory management, it is necessary to develop training and learning opportunities for its members. (Linchenstein, 2008). On the other hand, the leader's ability to create a supportive environment is also important. Leaders must be able to trust, appreciate, and ensure that members have equal opportunities in order to achieve harmony and inclusivity within the organization. (Cortes & Hermann, 2019).

**The Purpose of Participation Management Implementation**

Participation Management provide benefits for organization, especially increasing sense of belonging between employees. This not only strengthens their emotional connection with the organization but also increases their commitment to the organization which will ultimately help achieve better results (Pardo-del-Val, 2012). Participation management encourage innovation by expansing the idea and perspective. The active involvement of employees from various levels of the organization generates a diversity of perspectives that can trigger creative solutions to the problems faced. Bolle De Bal & Szell (1992) stated that the participatory management model can be called post-rational because its rationality is adjusted to the values of creativity, self-expression, and participation that were previously neglected. This innovation has become one of the competitive advantages for the organization amidst increasingly fierce competition.

Moreover, a participatory approach helps reduce internal conflicts within the organization. When all members can understand the situation and are free to express their opinions, the sense of justice increases, and the potential for dissatisfaction can be minimized. (Pardo-del-Val, 2012). Thus, participatory management creates a more harmonious and productive work environment. Work effectiveness also can enhance using participation management (Pardo-del-Val, 2012).

The communication between manager and employee also become strong. Because of two-way effective communication, trust can be built. Leaders who listen to and value employee input create an inclusive work environment where everyone feels accepted and supported. (Cortes & Hermann, 2019; Branch, 2002). A participatory approach also supports the organization's adaptation to change. In a dynamic business environment, employee involvement in formulating strategies enables the organization to respond to changes more quickly and accurately. (Pardo-del-Val, 2012).

Ultimately, participatory management is capable of strengthening employee loyalty to the organization. (Obiekwe, 2019). This helps organizations retain their best talents and reduce costs associated with recruiting and training new employees. Creating a participatory organization, whether through design or transition, requires rethinking the entire structure and management of the organization, including how individuals interact, role assignment, and the practices implemented (Lawler III, 1988).(Lawler et al., 2001). In the modern era, a participatory approach has become important for creating organizations with healthier work cultures and better performance. Creating an inclusive, innovative, and sustainable work environment can help organizations achieve their goals.

**The Challenges in Participation Management Implementation**

Although it has many benefits, the implementation of participatory management often faces challenges stemming from a hierarchical organizational culture. In many organizations that still adhere to traditional management principles, decision-making is in the hands of top management and does not involve employees. (Lawler III, 1996). Changing this mindset requires consistent educational efforts so that all parties understand the importance of each individual's involvement in the organization. (Branch, 2002). Resistance from management and employees also poses a significant challenge. Leaders who are accustomed to an authoritarian leadership style may feel a loss of control, leading them not to involve their subordinates in deciding the solution to a problem (Obiekwe, 2019). In Obiekwe (2019), many company managers in Nigeria believe that the best qualifications are only found in managers, and consider their subordinates as lacking the necessary qualifications. This makes employees feel hesitant or reluctant to get involved in decision-making due to a lack of confidence or experience. Therefore, training that encourages a change in mindset and improvement in competencies is needed, both at the leadership and employee levels.

Besides cultural resistance, participatory management is often hindered by time and resource constraints. The decision-making process that involves many parties is a methodology that takes more time. (Linchenstein, 2008). Therefore, it is important to design a structured and directed participation process so that decisions can still be made effectively without sacrificing input from various parties. Additionally, Obiekwe (2019) states that the implementation of good participatory management sometimes requires a significant amount of resources. Because the process starts from training, up to organizational meetings to listen to the opinions of all members and find the best solutions, this becomes a serious concern for organizations that will implement participatory management.

Another challenge is maintaining consistency in the implementation of participatory management. In practice, there is a risk that employee involvement is only done as a formality without truly valuing their contributions. This can lead to employees feeling disappointed and less motivated to participate in the future. Therefore, organizations need to ensure that employee input is genuinely considered and implemented in decision-making, so that their participation has a real impact on the organization's progress.

**Participation Management in Contemporer Era**

The contemporary era marked by rapid changes and global competition, participatory management has increasing relevance. Modern organizations face complex challenges, ranging from the need for sustainable innovation to the demand for creating an inclusive and

collaborative work environment. participatory management becomes the right solution. (Fantasia et al., 1988) distinguishes three types of worker participation: (1) humanization programs that aim to restructure tasks or jobs to improve productivity; (2) employee ownership programs, which may or may not include worker participation in decision-making; and (3) problem-solving groups, such as quality circles that gather to resolve issues (usually production-related) at the workplace.

Furthermore, a participatory approach is relevant in attracting and retaining top talent in the contemporary era. The current workforce generation, such as millennials and Gen Z, tends to value engagement, appreciation for their contributions, and the opportunity to participate in decision-making. (Rasulong, 2024). Meanwhile, in the context of a business increasingly focused on social and environmental responsibility, participatory management allows organizations to involve employees in sustainability initiatives. As Alarifi (2023) stated, SMEs that involve all their employees in decision-making can survive longer than those that do not involve them.

**Implication of Participation Philosophy in Decision-Making**

The philosophy of participation has significant implications for decision-making within organizations. When decisions are made based on a shared understanding, their implementation tends to be more effective because it is supported by all parties involved. (Halal, 1981). This is very important in a complex business environment, where traditional hierarchical approaches may not be responsive enough to rapid changes. (Branch, 2002).

Finally, the philosophy of participation can enhance the organization's ability to adapt to external changes. In facing challenges such as technological advancements or market shifts, decision-making that involves multiple parties allows organizations to respond more quickly to new situations. This implication shows that participatory management is not just an approach, but also an important strategy for the long-term success of the organization. (Alarifi, 2023). Moreover, participatory management can provide psychological benefits for employees, as they will be more confident in expressing their opinions and not afraid of being overlooked. (Cortes & Hermann, 2019) This provides a greater sense of control and satisfaction. With the impact of increased employee motivation and productivity, as well as organizational efficiency.

Finally, the philosophy of participation reflects the relevant democratic values in contemporary organizations. In a work environment increasingly dominated by a generation that values inclusion and collaboration, this approach creates alignment between organizational values and employee expectations. By building a more democratic work culture, organizations not only enhance engagement but also attract talent that shares the same vision. Thus,

participatory management becomes an important strategy for organizational sustainability in an era of rapid change.

## 5. CONCLUSIONS AND RECOMMENDATIONS

In response to the challenges of the contemporary work environment, which is increasingly dynamic and complex, many organizations are adopting participative management as a strategic solution. This approach fosters collaboration and engagement, leading to improved decision-making and organizational effectiveness. Using participation management, organization can adapt to the changes, keep the best talent, and create an innovative work culture. This approach highlights collaborative and democratic values, which is suitable for a modern generation who search for inclusiveness and active involvement in organizational decisions. However, the implementation of participatory management is challenging. The change from a hierarchical organizational culture often becomes the main obstacle, requiring strong commitment from leadership to create an environment that supports open dialogue and collaboration. In addition, other challenges, such as time, resource, and cost constraints.

Therefore, organizations need to carefully consider the development of participatory management and how to effectively and efficiently involve their employees. Overall, the philosophy of participatory management proves that organizations based on collaboration and the active involvement of all their members are better able to face challenges and achieve common goals. By involving employees in decision-making, organizations not only improve short-term performance but also build a strong foundation for sustainability and long-term success.

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