



**ORGANIZATIONAL DIMENSIONS AND THEIR
RELATIONSHIPS WITH PARTICIPATION IN
DECISION-MAKING IN TRNC**

Bassam ABU-KHARMA

**Submitted To The Institute Of Research And Graduate Studies In
Partial Fulfillment Of The Requirements For The Degree Of
Master Of Business Administration.**

**Near East University
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Abstract

The study of organization dimensions and their relationships with participation in decision making represents a modern direction in the scope of managerial behavior. In this regards some of the leading theorists in the field of management and organization have asserted and recommended the necessity of doing a future research concerning the effective link between organizational dimensions and managerial attitudes towards participation.

These theorists have asserted that such a link will lead organization to effectively achieve its objectives.

This study represents an attempt to fill this gap in organizational literature particularly in TRNC.

It was divided into two main parts .the first part consist of the theoretical background about managerial attitudes towards participation in decision making, whereas, the second part includes the research methodology and the results of the testing hypotheses.

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Introduction

"If participation is to do be used as a tool for the furtherance of man's happiness and well-being, then it must be in a context which recognizes not only individual differences in knowledge and ability, but the primacy of reason over feeling in organizational decision-making" (E.A.Locke, People in organization, p.369).

All too often it is assumed that most workers in organizations, are noncreative and have a little an ability to develop new ideas. This assumption, unfortunately, can be detrimental to the organization, for in the appropriate environment virtually all people are capable of being creative, even though the degree of creativity varies considerably among individuals.

A substantial a mount of this research focuses on the question :Is workers participation in decision-making is a good thing or not? The fact that it is beyond question that workers participation in decision-making can make a great contribution to organizations. Workers within the organizations are a part of the social system, and their thinking and attitudes must be taken into account whenever a manager makes decisions.

It is interesting to note, that while a great deal of attention has been paid to the critical preliminary the decision of whether or when managers should use participation. Very little research has been done on how to proceed once the decision to use participation has been made.

That is, how you get people involved? How you motivate them? How you get muti-skills from your worker and employers? However, it depends on your attitude if you want, as success manager, to participate people in decision-making and to be your organization democracy. As a results, to be effectiveness.

One finale point; this study attempt to answers these questions: In which organizations can people participate, public or private sectors, and way? In which level of management can people participate, what are their degrees? In which function they participate? It is, of course, this study taken into account the social-culture for managers in TRNC and their attitude toward participation in decision-making that is differing in other culture.

This study divided into two parts, each part includes three chapters, the first part focus on theoretical background while, the second part include the research methodology and the results of testing hypotheses.

CHAPTER 1

GENERAL INFORMATION ABOUT TRNC

The key to study organizational dimension and their relationships with participation in decision making in TRNC is organizations. According to that, it is deal to define a chapter showing the importance of manufacturing industry, workers in manufacturing industry, working population and productivity estimate in TRNC.

1.1 Manufacturing industries growth

Industrialization play role in the development of a country. Industrialization experiences of North Cyprus seriously began after 1974.

As shown in table 1.1, food, beverages and tobacco, textiles and leather product are the major sectors of North Cyprus manufacturing industries. Food, beverages and tobacco, textiles and leather products constituted 37.8% and 31.7% share of the total number of manufacturing firms and employment respectively in 1974.machinery, transport equipment and non-metallic mineral products. Also, had an important in the total number of manufacturing firms and employment in 1974.they constituted 8.1%and 25.8%shares of the firms of the total number of manufacturing firms and employment respectively in 1974.

Within the period 1974-1993, there was a change in the structure of the North Cyprus manufacturing sector. Food, beverages and tobacco, textile and leather products sectors share in total number of manufacturing firms and persons engaged increased to 46.9% and 67.7% respectively in 1993. In other words, there was a notable change in the share of food, beverages and tobacco, textile and leathering products sectors. In fact the food, beverages and tobacco showed a decreasing trend but textile and leathering showed an increasing trend during the period 1984-1993. Machinery and transport equipment scoter lost its important in the manufacturing sector after 1974. Its share in total number of manufacturing firms and persons engaged decreased from 23 % to 8.9% and from 21.7 % to 4.7 % respectively during the period 1974-1993. Non-metallic products share in the total employment of manufacturing increased from 4.1% to 7.0%during the 1974-1993 period. Forest product and furniture and paper and printing sectors shares in total number of manufacturing firms and persons engaged remained almost the same during the 1974-1993 periods.

Table 1.1 Distribution of manufacturing industries according to
No. Of firms and No. Of workers.

Sectors	1974		1984		1988		1993	
	Num.of Firms	Num.of Workers	Num.of Firms	Num.of Workers	Num.of Firms	Num.of Workers	Num.of Firms	Num.of workers
Food, beverages and tobacco	49 21.3%	421 19.6%	83 26.3%	3065 40.4%	82 21.6%	2655 30.5%	200 26.9%	3489 241.2%
Textiles and leather	38 16.5%	747 12.1%	71 22.5%	1564 20.6%	117 30.9%	3101 35.7%	149 20.0%	5556 43.5%
Forest product	15 6.5%	250 11.6%	22 7.0%	298 3.9%	39 10.3%	487 5.6%	88 11.9%	660 5.2%
Paper and printing	12 5.2%	90 4.2%	17 5.4%	618 8.1%	25 6.6%	566 6.5%	45 6.1%	730 5.7%
Chemicals	20 8.7%	54 2.5%	35 11.1%	642 8.5%	18 4.7%	208 2.4%	68 9.2%	620 4.8%
Non-metallic mineral products	37 16.1%	88 4.1%	33 10.5%	543 7.2%	40 10.6%	710 8.2%	65 8.9%	891 7.0%
Metal industry	-	-	-	-	1 0.3%	30 0.3%	2 0.3%	40 0.3%
Machinery, trans, equipment	53 23%	466 21.7%	32 10.2%	492 6.5%	38 10%	623 7.2%	67 9.0%	600 4.7%
Other manufacturing industries	6 2.6%	32 1.5%	22 7.0%	364 4.8%	19 5%	314 3.6%	57 7.7%	598 4.7%
Total	230 100	2148 100	315 100	7586 100	379 100	8694 100	741 100	12784 100

Source: TRNC prime ministry, State Planning Organization. Economic and social indicators, 1998.P.63.Nicosia

1.2 Workers in TRNC

There are many sectors of organizations in TRNC as agriculture, manufacturing industry, tourism and education, etc.

This study focus in manufacturing industry. The studies show that TRNC industry has developed very small, small and medium-sized enterprises, owing to the physical structure of the country. Industrial activities are mainly focused in food and beverages, textile and clothing and other such light industries.

The statistics³ show that 2976 workers works in food and beverages, 2135 workers in textile, 588 workers in manufacturing clothing, 1028 workers in non metallic mineral products and 1335 workers works in different activities as shown in table 1.2.

3- State Planning Organization (1998), Statistical Yearbook. Nicosia, TRNC, P.160

Table 1.2 Sector distribution of employment in
manufacturing industry

Sectors	1997		1998	
	Num.of Firms	Num.of Workers	Num.of Firms	Num.of Workers
Food, beverages and tobacco	185	2150	192	2976
Textiles and leather	120	3792	55	2135
Forest product	70	530	62	588
Paper and printing	30	420	39	494
Chemicals	43	537	40	278
Non-metallic mineral products	56	825	51	1028
Metal industry	43	413	22	218
Machinery, trans, equipment	8	88	6	57
Other manufacturing industries	57	530	26	338
Total	612	9285	493	8112

Source: TRNC prime ministry, State Planning Organization, statistical Yearbook 1998.No.23. P.160.Nicosia

1.3 Performance manufacturing industry

The studies show that TRNC industry has developed very small, small and medium-sized enterprises, owing to the physical structure of the country. Industrial activities are mainly focused in food and beverages, textile and clothing and other such light industries.

The manufacturing⁴ industry achieved one of the highest rates of growth during 1977-1998 periods. The value added of the sector increased from 317.2 million TL in 1977 to 842.9 million TL in 1998 with an increased of 165.7% at constant prices of 1977. (See table a-1 in appendix A).

The share of the sector in the GDP increased from 8.4% in 1977 to 10.2% in 1998 and the export of the industrial products accounted for 71.7% of the total domestic exports. From the year 1974, to the year 1998, the number of production units increased from 230 to 499. (See table a-2 in appendix A).

However, the organizations in TRNC could be divided to private and public sectors. The static studies show that there are 7214 limited companies, 1015 join-venture companies, 45 corporative companies, 3632 personal companies and 132 forging companies⁵. While there are fourteen public organizations owned by government. (See listed name for public organizations in a-3 in appendix A).

1.4 Working population

During the period of 1977-1998 the working population has increased by 83.3% the working population, which was 44,795 in 1971 rose to 84,807 and constituted 41.5% of the total population, which reached 204,225 in 1998.

⁴- State Planning Organization (1998), Economic Developments In TRNC. Nicosia, P.19

⁵- Source: Ministry of Commerce in TRNC (this information collected until may 2000).

During this period 40,012 people were employed in the economy but they were mostly employed in the services sector and consequently lack of productivity and disguised unemployment were the too important question requiring solution⁶.

The sectoral distribution of the working population TRNC is shown in table 1.3
Table 1.3 Employments by sectors

Sectors	1993	1994	1995	1996	1997	1998
I. Agriculture	18,100	17,738	17,383	16,862	16,188	15,864
II. Industry	8,198	8,207	8,348	8,356	8,428	8,431
1. Quarrying	976	976	976	978	1,014	1,037
2. Manufacturing	5,991	6,000	6,107	6,107	6,120	6,125
3. Electricity-water	1,231	1,231	1,265	1,271	1,294	1,319
III. Construction	9,584	9,584	9,584	9,792	11,547	12,177
IV. Trade-Tourism	7,889	8,004	8,367	8,367	8,730	8,940
Trade	5,182	5,182	5,470	5,470	5,535	5,671
Tourism	2,707	2,822	2,897	2,897	3,195	3,269
V. Transport and Communication	6,144	6,228	6,510	6,734	7,192	7,389
VI. Financial institutions	6,162	2,194	2,397	2,456	2,693	2,858
VII. Professional services	6,936	7,266	7,276	10,848	11,454	11,699
VIII. Public services (x)	16,365	16,589	16,589	16,899	16,672	17,399
Total employment	75,378	75,810	76,454	80,314	83,204	84,807

Source: State Planning Organization (1998), Economic Developments Indicator In TRNC.P.18. Nicosia

⁶ - State Planning Organization (1998), Economic Developments Indicator In TRNC. Nicosia, P.18

1.5 Productivity estimate

Productivity measures the relationship between actual input used (both physical input cost) and actual output achieved; the lower the inputs for given set of output, the higher the level of productivity. Countries and companies pay a great attention to productivity. Economist's reason that productivity gains drive improvement in standard of living.

Productivity measures examine two aspects of the relationship between inputs and outputs. They evaluate (1) whether more inputs than necessary have been used to product a given level of output, and (2) whether the best mix of inputs has been used to produce that output.

In productivity estimate of the North Cyprus manufacturing industry labor productivity and worker's productivity are used.

1.5.1 Labor productivity

Labor productivity is calculated as the ratio of output (1977 prices) to employment, that is, the amount of output product per unit of labor employment. Labor productivity increases, by the use of large amount of capital or skilled labor or of advanced technology.

Table 1.4 Labor productivity in manufacturing industry
(output/employment, million TL 1977 prices)

Years	Output (million. TL)	Number of workers	Labor productivity
1977	317.2	3572	0.089
1978	364.6	3766	0.097
1979	337.7	3664	0.092
1980	549.8	4017	0.14
1981	349.2	4198	0.083
1982	405.7	4224	0.096
1983	389.9	4224	0.092
1984	335.8	4224	0.079
1985	400.7	4522	0.089
1986	464.5	4784	0.097
1987	512.1	4962	0.10
1988	568	5146	0.11
1989	769.4	5872	0.13
1990	805.4	5938	0.14
1991	774.2	5932	0.13
1992	795.2	5991	0.13
1993	794.4	5991	0.13
1994	797.9	6000	0.13
1995	837.2	6107	0.14
1996	815.7	6107	0.13
1997	841.1	6120	0.14
1998	842.9	6125	0.14

SOURCE

As shown in table 1.4, the labor productivity in the North Cyprus manufacturing sector has shown positive development during the 1977-1995 period, where it has increased from 89,000 TL in 1977 to 140,000 TL (1977 prices) in 1995 and becomes stability until 1998.

1.5.2 Workers productivity

There are many ways to measure workers productivity. One of the ways can measure that by compares the quantity of output produced with number of workers multiple with actual work that done⁷.

Table 1.5 Workers productivity (unit per hour)

Years	Output (million. TL)	Number of workers	Actual work in year (hour)*	Workers productivity
1977	317.2	3572	1800	4.9
1978	364.6	3766	1800	5.3
1979	337.7	3664	1800	5.1
1980	549.8	4017	1800	7.6
1981	349.2	4198	1800	4.6
1982	405.7	4224	1800	5.3
1983	389.9	4224	1800	5.1
1984	335.8	4224	1800	4.4
1985	400.7	4522	1800	5.3
1986	464.5	4784	1800	5.4
1987	512.1	4962	1800	5.7
1988	568	5146	1800	6.1
1989	769.4	5872	1800	7.3
1990	805.4	5938	1800	7.5
1991	774.2	5932	1800	7.3
1992	795.2	5991	1800	7.4
1993	794.4	5991	1800	7.4
1994	797.9	6000	1800	7.4
1995	837.2	6107	1800	7.6
1996	815.7	6107	1800	7.4
1997	841.1	6120	1800	7.6
1998	842.9	6125	1800	7.6

Source: the first two columns, TRNC prime ministry, State Planning Organization. Statistical yearbook 1998.No.23.P.251.Nicosia

As shown in table 1.5, the workers productivity has change from 4.9 unit per hour to 6.1 units per hour in the 1977-1988 period, where the maximum productivity is 7.6 in the year 1980 because the quantity of outputs and number of workers increased.

⁷ - Horhgren, Faster, Dater. Cost Accounting. 1997. Ninth Edition. P.873

* It is assume that actual work in a day 6 hour multiple with actual work in a year by 300 days (1800 hours). The last two columns calculated and prepared by researcher.

Within 1989-1998 the productivity increased from 7.3 units per hour to 7.6 units per hour and that reflected the increasing in a number of workers in manufacturing industrial and increasing in quantity of output produced.

1.6 Summary

This chapter is introduction to studying organizational dimensions and their relationship with participation in decision-making. As we have seen the indicators trends show the importance of manufacturing industry sector in the TRNC economy has been increasing continuously in the last two decades. Therefore, this study will focus in manufacturing industry sector.

CHAPTER 2

ORGANIZATIONS AND ORGANIZATIONAL DIMENSIONS

This chapter consists of a theoretical background showing the meaning of organizations in this study and a managerial attitude toward organizational dimensions with show and describes the elements of organizational dimensions, besides to show the importance studies in this scope.

2.1 Definition of organizations

What precisely the word “organization” mean? It is not easy to define. Barnard⁸, who viewed an organization as “a system of consciously coordinated activities of two or more persons”, advanced one of the earliest definitions. Organizations are considered to have stated purposes, communications systems and other coordinating processes, and a network of individuals who willingly cooperate on tasks that are necessary for specific goal attainment. Similarly, Etzioni⁹ describes organizations as “planned units, deliberately structured for the purpose of attaining specific goals”. Porter, Lawler, and Hackman¹⁰ argue that organizations are typically characterized by five basic factors: 1) social composition; 2) goal orientation; 3) differentiated functions; 4) intended rational coordination; and 5) continuity through time.

In fact, there are some who would a doubt the utility of attempting to do so. March and Simon¹¹, for example, in a widely referenced book entitled organizations, choose not to define this word but instead state that it is easier, and probably more useful, to give examples of formal organizations than to define the thermal with tongue in cheek, another organizational analyst notes that [he] who has not tried his hard of framing a one-sentence (or even one-paragraph) definition of organization has denied himself an educational experience of high value.

Another definition¹², that organization consist two or more persons who have come together to do a job or accomplish some task that a single person could not do alone (or could not do with responsible efficiency). This means that in organizations individuals and groups work of specialized task activities that are a coordinated so that the contribution of each person are unit fits together to achieve the organization’s overall purpose.

While other definitions, that organization is the internal structure at relationships for accomplishing the objectives of a business. It is an essential tool of management in operating the business and every business-small or large-

⁸ - Richarad.M.Streers. Introduction to Organizational Behavior.1981.P.29

⁹ - Ibid.P.29

¹⁰ - Ibid.P.29

¹¹ - Lyman.W, Edward.L, Hockman.J. Behavior In Organization. Third edition.1975.P.68

¹² - Marshall Sashkin, William Morris. Experiencing Management.1987,P.173

needs some kinds of planned organization that establishes lines of authority and coordinates the work of various departments or groups.

Several common themes run through these different definitions of organization. First, organizations are seen as collectivities of people working together for common goals. They are goal-seeking systems in which individuals join together and coordinate their efforts through differential functions to create a viable system capable of accomplishing common objectives. Each member of an organization may not value all objectives similarly. Instead, individuals might possibly pursue less valued goals (goals valued by organization) in exchange for securing the efforts of others for those goals that are more highly valued by individual.

Hence, through coalition and cooperation, individual member of organization try to satisfy their own diverse needs and goals as much as possible commensurate with available resources.

2.2 What is an organizational dimensions?

Organizational dimensions can affect directly managerial behaviors, organizational structure and organizational effectiveness. As a general conclusion result of this it will be employee performance and job satisfaction well-being. Organizational dimensions involves four elements which are describe bellow:

2.2.1 Organization's size

Ouchi and Harrls have defined organizational¹³ size in 1974 that consists a number of employees and employers in the organization. There are many of studies considerable organization's size as a factor can affect in managers and their behaviors as Meyer¹⁴ studies in 1972, Child and Mansfield¹⁵ in 1972. And they used a number of people as a standard measurement in their studies.

Studies have failed to show that these steps occur in every case. Size is important and it does cause the need for organization to adjust. But it is difficult to conclude that size alone determines organization's structure. Other factors are involved too.

The basic argument that human been is very important and organizations made up by people. So that, size helps decide how an organization will be structured. As an organization increases in size. It can get the benefits of increased specialization and the number .Its subunits (department, for example) increases. As the number of subunits increases, so do their specialization and their differences from one another. As the differences among subunits increases, so does the difficulty in controlling them. In response to the need for more coordination and control. So that, managers put more formalization and

¹³- Jackson, V.Musselman.Business Contemporary Concepts and Practies.1987.Ninth Edition. P: 9

¹⁴- F.Mazeil, khushali. Research and Studies.1994.Binder21 (A). No: 2.Jordanin University.P.107

¹⁵- Ibid.P.107

standardized rules in participation in decision making of lower levels and authority is decentralized.

A careful reader could be ask organization's size differ from one to another organization even if it is in the same industry. These factors are likely to be important here¹⁶.

First, organization in the same industry, even when industry is narrowly defined, produces quite different products. Often large businesses concentrate on mass-produced, standardized goods while smaller ones produce small-batch, customized goods for which there are few advantages of scale.

Differences in demand for competing but non-identical products can also explain differences in scale of operations. Even though the production processes for different beers may be similar, organization's size would be expected to differ to the extent that consumers in the aggregate want more of one organization's beer than of another's. The size of the market is likely to be a particularly important constraint in organization's size when goods are produced for local rather than national markets.

Third, differences in managers or owner's ability to manage large organizations may contribute to variation in organization's size. With sufficient competition in the market for managers, this able to run larger operations will command higher salaries, but different-sized organizations can coexist in the same industry.

As we see in above studies, this study will use a number of people as a standard measurement to refer to organization's size.

2.2.2 Levels of management

Levels of management consists a three basic common levels: (1) Top Management, (2) Middle Managements, and (3) First-Line or lower management. Many people describe those levels as a pyramid, since there are relatively fewer positions.

2.2.2.1 Top management

Top management is usually appointed¹⁷, elected or designated by organization's governing board and it concerned or with overall management policy and strategy. Numbers of people are a few in this kind and the job title could be chief executive officer (CEO), president, vice president, and executive director. The managers in this level could be work with middle management in implementing the planning and controlling to progress the organization. So that, they need skills mainly conceptual skills and good experiences.

¹⁶- Brown.V, Hamilton, Medoff.J.Employers Large and Small.1990.Second Edition.PP: 13-14

¹⁷- L.Boone, D.Kurtz.Management.1984.Fourth Edition.PP: 8-12

2.2.2.2 Middle management

Middle management deals with the actual operation of the organization's activities and units. It could be supervise operating personal, administrative assistant, managers. Also they are responsible for implementing overall organization plans. So that organizational goals are achieved as expected. So they need some technical skills to do their job.

2.2.2.3 First-line management

That people in lowest level of the organization those are directly responsible for the work-operating (non managerial) employee and they need some technical skills and experiences to do a specific task. Human skills not important for this level but also to other levels.

Mansfield studies¹⁸ in 1981, showing that managers dislike participating people in decision-making and they use a power of authority to make sure the work to be done. This study will focus to use the same divided of these levels.

2.2.3 Managerial function

The third dimension is managerial function¹⁹ (often called departmentalization by function), which has responsibility for a specific area in the organization and supervise mainly individuals with expertise and training in that area. That means, groups²⁰ people into departments and then groups departments into larger units to achieve goals. By specifying how people will be grouped, departmentalization by function influence how the organization operates, for example, it dictates the number of managers needed to link each department in the hierarchy with the one above and below. Because people in one department might share office space, equipment and budget-resources, departmentalization dictates how resources are distributed and helps group or individuals how their efforts help to departments. The common functional departments include:

- **Production:** - the coordination and assembly of resources to produce a product or deliver a service.
- **Marketing:** - the manner by which individuals or groups (a) learn about and value the attributes of products or services, and (b) purchase those product or services.
- **Finance:** - function that effective acquisition and use of money.
- **Research and Development (R&D):** - the generation of, and experimentation with, ideas related to new products, services, or processes.

¹⁸ - F.Mazeil, khushali. Research and Studies.1994.Binder21 (A). No: 2.Jordanin University.P.110

¹⁹ - Bartol, Martin.Management.1994.Secand Edition.P.26

²⁰ - Rachman.D, Mescan.M, Bovec.C, Thill.J.Business Today.1996.Eighth Edition.PP: 190-191

- **Personal or Human Recourses:** - how to obtain employees, oversee their training, evaluate them and compensate them.

Heller and Yukl²¹ in 1969 was found that participation differ by functional area as production and finance were the most centralized, sales and purchasing were intermediate in centralization, general management and personal were the least centralized-the most likely to involve their subordinates in decision-making.

Also, Badawy studies²² in 1980 show that sales and marketing manager participate their employees rather than other functions.

As above studies, this study will focus to use the same managerial functions (five functions) to explain their relationships with participation in decision-making.

2.2.4 Organization's ownerships

TRNC could be mixed economy because it consists of both private organizations and public organizations. Most organizations can be categorized as private and public sector, which are shown in below:

2.2.4.1 Private organizations

It is an organization²³ under which individuals are free to supply their own capital and operate their businesses, is built upon the idea of private property. Thus, the private organization systems, factories, land and product owned by individuals (some of the public) and businesses not by the government. Because the resources to start a business are privately owned. So they engaged in the production of goods or services.

There are four main forms of business ownership in the private sector of the economy are: sole traders, partnership, private limited companies and public limited companies.

There are also some private organizations, which have a special relationship with the owners of the business. Co-operative societies are example of these special forms of private organizations.

²¹- Terence.R, James R, Larson, Jr.People In Organization.1987.Secand Edition.P. 374

²²- F.Mazeil, khushali. Research and Studies.1994.Binder21 (A). No: 2.Jordanin University.P.107

²³- Jackson, V.Musselman.Business Contemporary Concepts and Practies.1987.Ninth Edition.P: 10

2.2.4.2 Public organizations

The structural characteristics²⁴ which private sector organizations experience are largely mirrored in the public sector-the number of employees, the location of the organization's buildings. In these type of organization have many of advantages, for example, the government the resources to found a vast industry, even if it is uneconomic, will ensure provision of essential services, enables a large sections of economy to be planned toward a single strategy, big profit, large size of public allow them to enjoy maximum economics of scale, what sort of activities it carries out, etc. despite of these advantage, there are disadvantages of these type, for example, can be over cautious due to the fact that they are answerable to the public, state monopoly can lead to inefficiency and insufficient profit motivate, losses have to be met by tax payer.

A public organization refers to the various forms of business organization in public ownership. These could be into two categories:

Municipal undertaking: that organizations operate or commercial basis by local authorities. They are financed by local taxation and sometimes municipal undertaking are subsidized by grants from central government.

State undertaking: are all terms that are used to refer to a variety of businesses that are operated by government on behalf of public. General overall policy is decided by the government in consultation with the corporation board, which is selected by the government.

2.3 Summary

As we have seen in this chapter there are many definitions of organizations. However, this study will use the word "organization" to mean any an industrial manufacturing organization which are private, focused in limited companies, and a public organizations and it composed of individuals and groups in order to achieve certain goals and objectives by means of differentiated functions that are intended to rationally coordinated and directed through time on continuous basis. Also, this study will use the same elements of organizational dimensions.

²⁴- Alan Whitcomb.Comprehansive Business Studies.1995.Fourth Edition.PP: 63-81

CHAPTER 3

PARTICIPATION IN DECISION-MAKING

In last chapter we discuss the first variable (organizational dimensions). In this chapter will discuss the second variable (dependent variable) called participation in decision-making. You will find a general understanding about participation in decision-making as definition of participation in decision-making, literature review, benefits of participation, etc.

3.1 Participation in decision-making

Many commentators and analysts have sought to define and distinguish employee "workers" participation, employee involvement and industrial democracy, not always consistently. It is perhaps useful to illustrate some of the differences in definition.

Participation employees or workers in decision-making affect directly the organizational effectiveness, thought employees or workers loyalty, increase productions and the quality of goods or services, job satisfaction, improve work condition, improve terms and conditions of employment, reduce level of conflict or may be can resolve conflicts between the parties. Also, participation could be sharing organizational policies and strategies including significant business decisions relating to the what, where, when and how of the organization's activities²⁵.

As an illustration of the latter point, participation might be appropriate for issues such as the detailed distribution and organization of tasks to be determined at the level of work group, site of an establishment and in division or cooperate level. Another dimension in which employees or workers participation can be examined is the extent to which it is voluntarily entered into by all the parties involved, compared with a situation in which it is supported, encouraged by strong Trade unions or required by law.

Participation varies in its degree, content, and scope. Participation might involve information gathering or actual decision-making. One might participate in certain stages at the process but not in others. Also, participation can be about various types of decisions such as personnel matters, job matters, work method, work conditions and organizational policy.

²⁵ - Hollinshead, G. Leat, M. Human Resource Management. 1995. First Edition. PP: 140-166

3.2 Literature review

There are many of studies in this field as the famous "Z" theory in management by William Ouchi²⁶ show that Japanese management which has clearly contributed to Japanese successes in business because the employees and employers participate in decision-making.

Dickson studies²⁷ in 1981, divided participation to direct and indirect participation by unions or commitment.

Coch and French study²⁸ in 1948, changes in production methods where introduced into a pajama factory using one of a three different methods with different group: 1) a group meeting at which the changes and reasons for the changes were explained; 2) a meeting at which elected representative from the worker met with management and discussed the changes; 3) a meeting of all workers at which the changes were discussed and decided on by the group as a whole. They, Coch and French, reported that the third method was the most effective way of introducing change. As described by Kiesler²⁹ commitment, particularly public commitment does have effect on behavior so the person could be take action in which he is publicly committed.

Vroom and Yetton (1973)³⁰, who conducted the other major research program on participative decision-making. These authors concluded that decision-making, both normatively and descriptively, was related to a set factors which essentially assessed: 1) the ability of supervisor to make decision; 2) the likelihood of subordinates carrying it out; 3) whether subordinates could be trusted with managers.

Mansfield studies³¹ in 1981 show the employee participation in a big size for British organizations could be indirect participation by trade unions or by collective bargaining process. But, the managers in top levels dislike participate employees in decision-making.

The research for Badawy³² studies in 1980 in Arab Gulf Area, generally, show that Arab managers using their power to make sure that work has been done and they hate any style of participation in decision-making. Also, DR. Khushali Fusial³³ in his studies 1994 in Iraq country illustrate that Iraq managers prefer indirect participation in decision-making by trade unions rather than direct participation, specially, in public organizations sector because it is socialism system and supported by law. Also, he illustrate that private organizations sector hate any style of participation in decision-making. It might

²⁶- J.Higgins, J.Vincze. Strategic Management and Organization Policy. 1995. Thired Edition. P.123

²⁷- F.Mazeil, khushali. Research and Studies. 1994. Binder21 (A). No: 2. Jordanin University. P.106

²⁸- Terence.R, James R, Larson, Jr. People In Organization. 1987. Secand Edition. PP: 374-376

²⁹- Ibid. P.374

³⁰- Ibid. P.375

³¹- F.Mazeil, khushali. Research and Studies. 1994. Binder21 (A). No: 2. Jordanin University. P.106

³²- Ibid. P.108

³³- Ibid. PP.108-130

be referred to the strong social-culture that reflects the managerial attitude and their behavior, "he said".

3.3 Managerial ideologies and values

It is appropriate to say something about managerial ideologies and their relationship to workers' participation as well as discussing some of the underlying conditions, which have led particular managements to seek changes, however minor, in the more traditional authority structure of the firm.

As a general rule, ideologies would appear to become increasingly important in any power struggle whenever the latent power of conflicting classes, parties or groups becomes less unequal, and conversely, the more unequal the distribution of power, the more likely it is for dominant grouping to use force rather than ideological devices in order to maintain their position of hegemony. Thus, during the nineteenth century, in most industrial countries, it was common for attempts to be made to suppress embryonic and extremely weak unions by means of force and it was not until the twentieth century- and then not universally- that trade unions became an accepted part of the industrial landscape, bounded more and more by ideological and legal restrictions on their activities. Nor should Great Britain be regarded as an exception to this rule. On the contrary, the early political and industrial acts of working people in Britain were not untypical met with violent reprisals.

Parallel developments may be observed in the increased attention paid to managerial ideologies within the industrial system. Throughout the nineteenth century the power of the employers was of such an order that to develop any coherent ideologies in support of their position of dominance would have seemed superfluous. Workers were treated merely as a factor of production and their labour was bought and sold like any other commodity largely on the employers' terms. And this practice- as well as the inescapable human misery it entailed- was supported so much by the social conventions of the day that it was accepted as the normal and even natural order of affairs. Nonetheless, in so far as it was possible to recognize the formation of any coherent ideologies during this period, the most prominent focused firmly on ownership rights³⁴.

Thus, the most important managerial ideology to emerge in the twentieth century was based on the so- called "managerialist" thesis, which, in terms of power, contains three assumptions of great significance: first, that a divorce of ownership from control of the means of production was rapidly taking place in all advanced industrial countries; second, that in view of this the new controllers of industry would become largely non- propertied, technically proficient and highly professional; and third, that a very different distribution of social rewards would now be forthcoming. The legitimacy of managerial domination was thus gradually transferred from traditional (property ownership) to legal-rational

³⁴- P. Worsely. *The Development of Industrial*. 1964. First Edition. P.23

grounds, resting on the expertise of key industrial administrators. In consequence, too, a belief was fostered that industry would be controlled by those most fitted in terms of natural and acquired abilities. Achievement rather than family connection would be the basis for acquiring managerial posts in the first place, industry would reach undreamed- of levels of efficiency and therefore any attempt to curb managerial powers would be socially and economically shortsighted.

The assumptions and key arguments of all versions of the managerialist thesis are meretricious in the extreme. The persistent inequality in the distribution of social rewards, the inescapable market restraints on the origins and attitudes and the fact that only certain members of the population are likely to be beneficiaries of decisions taken in these circumstances, are all sufficient to suggest certain serious weaknesses in such a framework of analysis. Moreover, even if we were to leave aside such fundamental objections as these and to confront the "managerialist" thesis on its own terms, the evidence by no means suggests that a new non- propertied, technocratic and professional now runs industry.

It is difficult to find empirical support for the view that a new kind of manager has emerged to replace the old- style entrepreneur, this of course has in no way limited the effectiveness of such an ideology with regard to developments of workers' participation in decision- making processes. Thus, while in nineteenth century it was generally though unnecessary to offer any justification for domination by management- and exceptions to this rule usually involved applying traditional criteria based ownership rights- in the years following some explanation for this order of things in which workers are denied an effective voice in decision – making processes has become imperative and has come to rest on organizational position and the assumed competence and expertise associated with it. But while a development along these lines doubtless consequent upon the growth of bureaucratic administrative forms, more importantly in our context, it substantially affects and indeed is far more antithetical to genuine workers' participation than traditional organizations which have regard only for profit- making criteria. After all. Since it can be shown so easily that profit and efficiency are almost invariably enhanced by workers' participation in decision-making, this provides sufficient reason in itself for the apostles of capitalism³⁵.

However, in as much as modern managers have internalized an ideology which defends their decision- making authority on the basis of expertise, they will be unwilling to threaten this by encouraging participative and democratic practices: indeed, we would predict that the more a given manager approximates or considers himself to approximate to the stereotype encapsulated by the managerialist thesis, the more vehemently will be his opposition to workers'

³⁵- Clarke, Ro.Fatchett, D.J and Roberts, B.c.Workers' Participation in Management in Britain.1972.First Edition.P.179.

participation and control, and that conversely it will be the profit-oriented managers who will be most supportive of limited experiments along these lines.

But, at all events, what is important to note in so far as managerial attitudes to workers' participation in decision-making is concerned, is that the main managerial ideology of the twentieth century has worked strongly against developments in this direction.

Not surprisingly, therefore, the most common and generally preferred solution to the expansion of the latent power of working people has been for management to develop paternalistic practices for which the "human relations movement" provided the main rationale and personnel management the most obvious institutional form. The growth of humanitarian policies may be viewed as a direct response to changing economic, political, and technical circumstances, which altered the balance of latent power between the main industrial relations classes.

One point also' should be taken to imply that workers are now in any sense stronger than their employers, the main point here is that in the post-Second World War period certain forces have been in operation which have served to advance the position of working people and, further, that the most common managerial response to this situation has not been to encourage workers' participation in decision-making but rather to develop more paternalistic human relations and personnel policies. Moreover, even when managements recognize conflicting interests at workplace level they still prefer to hold on to a "unitary conception of the organization" i.e. "to favor the view which sees it as having but one proper source of authority and one focus of loyalty".

In general, therefore, managements have only sought to institute broader programmes when the power of workers has been sufficiently strong, or when they have been obliged to do so as a consequence of government legislation, or when they have internalized certain general ideologies different from the main ones examined so far in this chapter- chief among these being humanist, religious or an overriding commitment to industrial efficiency.

There has always been a minority of employers who have objected on broadly humanitarian grounds to the predominant modes of the social organization of work in industry, but because of the importance of market rather than ethical criteria in determining economic success, the evolution of industrial organization is imaginative, and humanitarian attempts to develop rather different work relationships. Not infrequently, the secular humanism implied here has been buttressed by certain religious convictions-and this has been especially true of Quaker employers- but at the ideological level the two can be effectively separated. It is important to note, however, that such broad ideologies have, in a limited way, had some influence over managerial values towards participation and, for instance, served to encourage a number of interesting experiments in this field. More commonly, however, an overriding concern with industrial efficiency has been the principal ideological stimulus behind the

assurance of new forms of organization of work. Participation has been seen to facilitate this in the following ways: it enables the skills and abilities of workers to be effectively tapped, it reduces workers' resistance to technological change, it spurs management to increase efficiency, it raises the level of workers' satisfaction and thereby makes for a more contented workforce, and finally it is viewed as an important means for improving industrial relations. Naturally, assumptions such as these are open to empirical investigation, but our concern here is the ideological basis for changing assessments of the utility of employee participation.

3.4 Benefits and limitation of participation

In spite of there are many limitations on participation in decision-making. For example, management believes in the value of participation and be committed to it, interest and a knowledge for employees perspective about the subject under consideration and too much participation can lead to stress, dissatisfaction and lower performance, there³⁶ is general argument has been made that participation in decision-making provide many of benefits that may enhance organizational effectiveness: -

- By involving people in decision-making, that may be more committed to the decision and more motivated to carry it out.
- Group of people decision-making has the second advocated advantage of improve the quality of the decision.
- Further, workers participation in decision-making give them multi-skills and experiences with dealing decision, job satisfaction, workers loyalty, esprit de corps, improve conditions and terms of works, etc.

3.5 Forms of workers participation

It seems to us that workers can participate through many ways or forms. Managerial ideological toward worker's participations, government supported, nature and importance of decisions and cultural and educational diversity.

Those elements can play roles to determine the styles, which can the workers participate. However, the common forms for worker's participation in decision-making could be³⁷:

- **Collective bargaining**

It is one of the most frequently used and common mechanisms through, which employees and their representative participate in decision-making.

Collective bargaining is a process show all negotiations between employers or trade unions and organizations for the purpose of determining terms and

³⁶ - William Newbury, Yoram Zeria. Journal Of Management Studies. 1999. Volume 36. No: 2. March. PP: 263

³⁷ - Michacael Pool. Workers' Participation In Industry. 1978. New Revised Edition. London. PP: 135-157

conditions of the employment and/or regulating relations and/or resolve the conflicts between them.

- **Joint consultation and workers councils_**

Like collective bargaining, joint consultations between workers and the organization. Consultative mechanisms are established as an outcome of collective bargaining. Joint consultation is sometimes supported by management as an alternative to collective bargaining and in some instances also as a means of discouraging trade unionism.

One of the difficulties with joint consultation is assessing the extent to which the workers can participate is real or illusory, not so much because the employee representative do not take it seriously, though there are undoubtedly instances in which they do simply go through the motions of formulating do not take any notice or account of the views expressed.

The other form can worker's participate is work council. The interest in workers council was reawakened in the 1870 in the aftermath that an ideology, which was in turn grounded in the ascendancy of two powerful working-class movements (the trade unions and the social democratic party). Works councils are a term used to identify some of these consultative mechanisms and it is common in European countries. Sometimes they are joint management, but more commonly they are councils of employee representative only. Sometimes the representatives have to be elected from among the work force, sometimes-external trade union officials can comprise part or all of the membership of the council.

- **Worker director and problem- solving groups_**

Worker director's schemes are often cited as examples of employee participation tending towards democracy. This form to be effective if it take some element into account as, motivation of workers, believes worker director in participate process, the knowledge and experience of, and training received, by employee representative, etc.

While, problem- solving groups one of the forms can worker participate when managers or managements motives for introducing such mechanisms or much more likely to be based in a desire to increase efficiency, productivity and quality, allied to a belief that employee through their knowledge and experiences may well have a contribution to make the design and organization of the task and work organization system. Sometimes it called employee or workers commitment.

3.6 Summary

Obviously, not all behaviors are appropriate in all situations for all managers. The participation style is to a great extent explained by organizational climate. The individual manager propensity for authoritarian versus democratic management style is tempered by how the organizations prefer to be led.

It is important to recognize that participation not a one-dimensional construct. Rather, it has a number of distinct facets. For example, participation can be either forced or voluntary or in some cases could be legally mandated. Participation can also be direct or indirect. The more that representative are used, the less direct the participation as decision-making representative from unions. In general, the more decision-making process is legally specified, the more formal and indirect participation is likely to be.

Finally, This study, with respect to other studies, attempt to test organizational dimensions with participation in decision-making. Taken into account aspects of participation (direct or indirect style) and social-culture to Cyprus country that differ in other country with respect to manager's view and there believes in participation in decision-making.

However, the questions that how much do the managers in let this person or group participate in decision-making in North Cyprus organizations? To answer this question show in second part of this study which consists the research methodology and the results.

Research methodology depend on a theoretical background and literature studies, which are, discussed in first part .in this part going to define the purpose of these studies, objectives, theory, etc. In this research, an inadequacy of official documents from Government of TRNC.

4.1 Research importance

Despite of the importance studies in this scope, which are, referred to managerial attitude and their behaviors, but it is still weakness. Especially, in TRNC organizations. So that, this study attempt to recognize the importance of people in organization by encouraged them in participation in decision-making towards organizational effectiveness.

The Turkish Republic of Northern Cyprus is a small island country, which is only recognized by the Republic of Turkey. Being newly founded republic and facing the problems on being unorganized with the embargoes imposed by Greeks and Greek Cypriots.

One of the main objectives of the development policy in the Turkish Republic of North Cyprus is to secure the achievement of highest possible rate of growth compatible with the maintenance of economic stability is organization to be effectiveness as it possible.

As a generally accepted, the participation in decision-making is considered to be very beneficial for organizations in TRNC. For this reason have chosen the subject as "organizational dimensions and their relationships with participation in decision-making".

4.2 Research objectives

The research objective of this study is to observe the criteria should be taken into account while developing organization to direct it in the way of success.

This study aims to recognize the organizational dimensions and their effected in participation in decision-making in TRNC industrial organizations. So that, this study aimed to achieve this objective: -

1- Definition the organizational dimensions, which involves; organization's size, organizations ownerships, managerial functions and levels of management with there effected in participation in decision-making.

2- Attempt to campers the results, according to research sample, and previous results which a discussed and explained in theoretical background to recognize to the importance of different social-culture and education that affected directly Cyprus managerial behaviors.

4.3 An alternative model

An alternative model is simply technique that allows us to understand how different variables fit together. Our model formulated under gird that there is a relationships between organizational dimensions and managerial attitudes towards participation in decision-making and organizational effectiveness to achieve their objectives.

As figure 1.1 assume that a strong correlation with organization's size (a number of workers), levels of management, managerial function and type of organization's ownerships with participation and managerial attitudes differ from one dimension to anther.

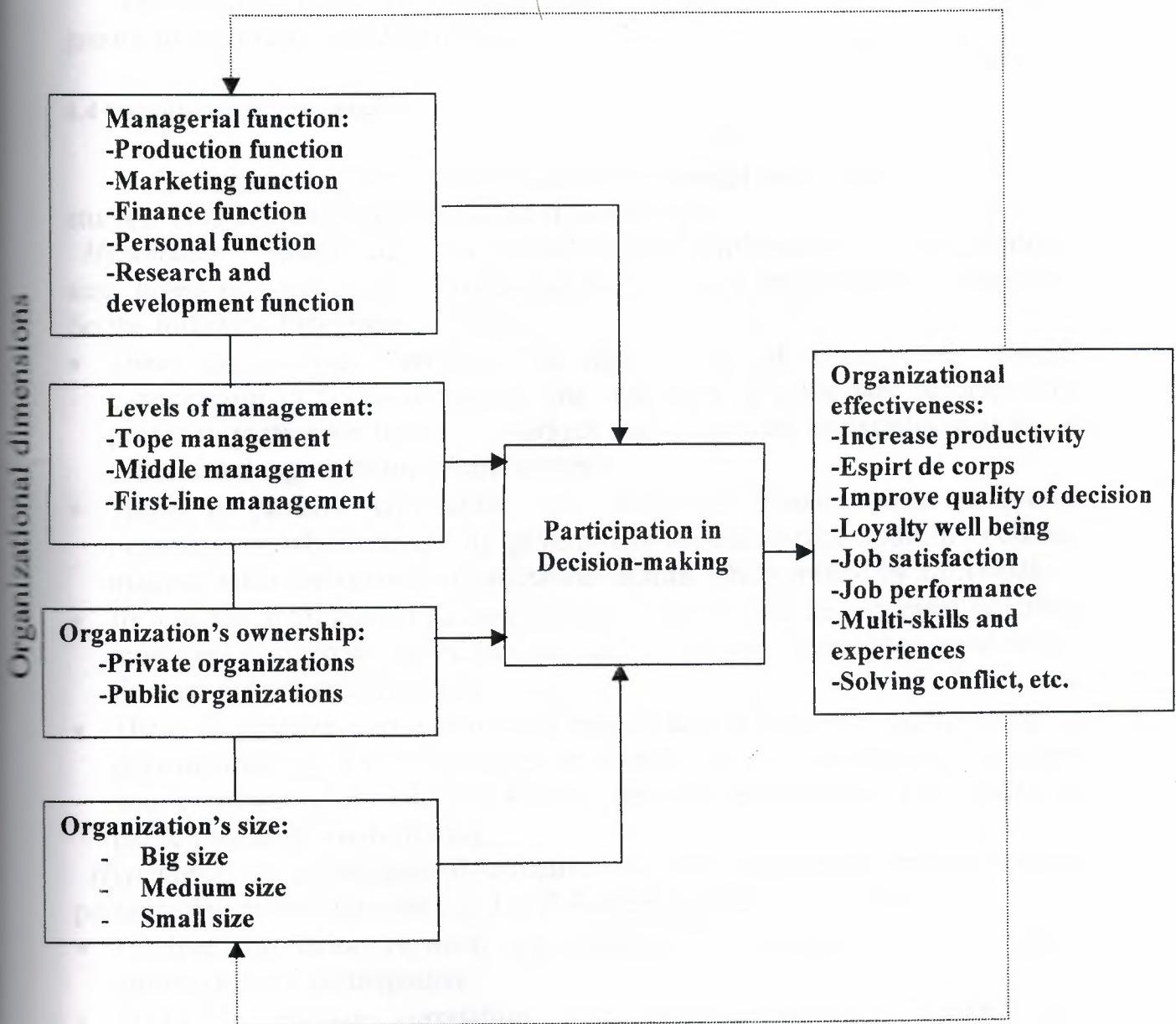


Figure 1.1 as an alternative model for understanding organizational dimensions and their relationships with participation in decision-making.

The figure 1.1 suggests that worker's participation in decision-making influenced and constrained by organizational dimensions, which involves four groups (organization's size, levels of management, managerial function and organization's ownership), which in turn affect the organizational effectiveness.

Participation is rather to be complex variable, because it suggests to be positive in organizational effectiveness as positive effect on productivity, improve the quality of decision, esprit de corps, job satisfaction, performance well being, etc. Also, it could be negative effect or no effect at all. Specifically, it seems likely that certain types of participation work better in some situations than in others. For example, if the wrong types of participation are used in a given situation, neutral or even negative effects are likely to be the result.

The organizational effectiveness themselves are feed back to effect the four groups of organizational dimensions.

4.4 Hypotheses development

The hypothesis based on an alternative model with respect to previous studies. This following hypothesis could be testing: -

Hypothesis 1: participation in decision-making influenced by organization's size, levels of management, managerial function and organization's ownership. So the following hypothesis could be:

- There is positive correlation in high levels of management toward participation in decision-making. Top managers in a big size organizations prefer to participate theirs workers and employers in decision-making in order to led organization toward success.
- There is positive correlation with managers whom works in public organization, which owned by government toward participation in decision-making rather than private organization sectors, which owned by individuals.
- In function area, marketing function and research and development function, managers participate theirs workers and employers rather than production, finance and personal function.
- There is positive correlation with organization's size and participation in decision-making. As an organization increase in size (numbers of workers and employers), it will be positive general tendency to led people to participate in decision-making.

Hypothesis 2: organizational effectiveness and managerial attitude toward participation in decision-making. The following hypothesis could be:

- Positive correlation between organizational effectiveness with managerial attitude toward participation.
- There is positive correlation with organizational effectiveness and participation in decision-making in order to get a high performance, job satisfaction, esprit de corps, etc.

4.5 Research instruments

One of the methods to gathering information is questionnaires question. The research used this method to aim of usually questionnaires method is to direct people to answer the questions in a semi-structured way and limit their a answers to make more clear generalization about the subject.

4.6 Variables of measurement

The questionnaires question design with previous studies as Mansfield studies³⁸ in 1981 and Khuashuli studies³⁹ in Iraq country in 1994.

Likerts model⁴⁰, which is worked by McGregor, and by Blake and Mouton, suggests that an organization is more likely to harness effectively its staffing resources if there is a participative style of management. This view is supported by the work of Likert scale.

To measure organization's size by use the number of workers and employers in organizations.

To measure organization's ownership are divided to private organizations, which owned by individuals and group of people, and public organizations, which is refer to a variety of business that are operated by government.

To measure managerial function are categorized into six common function; production, marketing, finance, Research and development and personal function.

To measure the variable "levels of management" underling people position in the organization as top management include president, member of the board directors and general managers. Middle management includes operating personal, administrative assistant, production managers and finals managers, etc. whereas, first-line management include peoples whom responsible for work operating.

4.7 Explanation of questionnaire's questions

The main dependent variable in our analysis is participation in decision-making. The questionnaire respondents were asked to achieve the objective of this research.

The questionnaire sent and distributed to private and public organizations (manufacturing companies) in TRNC. Questionnaire has ten questions. Each question has five choices as strongly agree (SA), agree (A), neither agree nor disagree (?), disagree (DA) and strongly disagree (SD).

³⁸ - F.Mazeil, khushali. Research and Studies.1994.Binder21 (A). No: 2.Jordanin University.P.107

³⁹ - F.Mazeil, khushali. Research and Studies.1994.Binder21 (A). No: 2.Jordanin University.PP.108-130

⁴⁰ - Marshall Sashkin, William Morris. Experiencing Management.1987.P.105

The questionnaire categories to three parts:

First: participation style _

There is two common style of can worker's participate in decision-making:

A-Direct participation by ask four questions are listed bellow:

1. I believe that, abroad of participation is necessary in every levels of management.
2. Worker's participation can elevate the roles and needs of top management.
3. In my task, I am sharing problems with my subordinates in order to find solutions.
4. I would consider improving "the way we work together" to important as improving task accomplishment.

B. Indirect participation by ask three questions are listed bellow:

1. Workers councils and joint consultations could be one of way can I participate.
2. Collective bargaining can be more important aspect than workers councils and join consultations.
3. I believe that, frequent meeting between workers and employers and their supervisor's suitable aspect to participate in decision-making.

Second: organizational effectiveness:

The organizations to be effectiveness if it's reduce workers turnover, high degree in esprit de corps, high productivity, solving conflicts, etc. according to that, it setting two questions in the questionnaire to measure it which are describe bellow:

1. Participation in decision - making in my company, make me feel satisfaction, more partition and high degree of esprit de corps in my job.
2. In my opinion, participation could be reduce turnover of workers and create some of loyalty for workers.

Third: social-culture:

There is one question setting in the questionnaire to reflect the social-culture of Cyprus managerial attitude and their behaviors. This question is represent in number eighth in the questionnaire.

4.8 Population and sample

The population and sample for this research are selected from manufacturing industrial companies which are located in Nicosia and Famagusta and Hospalat area. As shown in table 4.1, industrial activities are mainly focused in food and beverages, textile and clothing and other such light industries.

Because there are little companies that owned by government "Public companies" it share by 25% percent in the sample, whereas, the private companies share 75%.

Table 4.1 Sectoral distribution of industrial manufacturing companies as sample

No.	Name of companies	Location	Business activity	No. of workers
Public companies				
1-	ETI (Endüstri, Ticaret ve işletmecilik) Teşebbüleri Ltd.Şti	Nicosia	Food	150
2-	Kıbrıs Türk Tütün Endüstrisi Ltd Şti	Nicosia	Tobacco	30
3-	Kıbrıs Türk Süt Endüstrisi Kurumu	Nicosia	Beverages	113
Private companies				
1-	Tan Ltd Şti	Nicosia	Beverages	75
2-	Arun Ltd Şti	Nicosia	Food	30
3-	Isimart Dimililen ve Oğulları Ltd	Hospalat	Metallic	32
4-	Ali Rıza Bazlakoglu Ltd Şti	Nicosia	Metallic	8
5-	Ahmet Özerman Ltd	Nicosia	Painting	20
6-	Yörenti Ticaret	Nicosia	Plastic	5
7-	July International Co Ltd	Nicosia	Plastic	10
8-	Mertsan Ltd	Nicosia	Textile	80
9-	Yüvam Ltd	Nicosia	Plastic	4
10-	Ten Ten Ltd Şti	Famagusta	Food	40

CHAPTER 5

RESEARCH FINDING AND DATA ANALYSIS

Previous chapter show the methodology that was includes variables measurement, sample specified, population, framework and questionnaire, etc.

In this chapter implement and hence tested those us to obtain results from them. These finding will be able to understand the relationship between organizational dimensions and participation in decision-making and managerial attitude towards participation in decision-making. Data gathered for TRNC organizations, which is private and public sector.

5.1 Profile of respondents

It sent 90 questionnaires to public and private organizations, manufacturing industries, randomly. Useful responses were received 55 answers. The data percentages of the research are represented bellow:

5.1.1 According to age, gender and qualification education

Table 5.1 Distribute respondents according to age, gender and qualification education

Average respondent age;	Num.of workers	%
20-25	13	23.6
25-30	8	14.5
30-35	7	12.7
35-40	10	18.2
40+	17	31.0
Total	55	100
Gender:		
Male	31	56.3
Female	24	43.7
Total	55	100
Qualification education:		
Primary education	16	38.2
Secondary education	12	21.8
University education	16	38.2
High education	1	1.8
Total	55	100

As seen in table 5.1 summarizes some basic statistics regarding our questionnaire respondents. The table summaries data in total. In general, the typical respondent was above 40 years old, it shares by 31 per cent. While, the

much younger people was 23.6 per cent. The average respondents from 35 to 40 becoming 18.2 per cent as a sample. Whereas, the average respondent ages ranging from 25 to 35 ages to be fifteen respondent with average 13 person. Most (56.3 per cent) respondents were male and 43.7 per cent respondents were from female.

The average respondent had 38.2 per cent and 21.8 per cent of formal education. Whereas, 38.2 per cent from high-level school. While, the high education to be a little. It shears by 1.8 per cent.

5.1.2 According to organization's size and managerial function

As seen in table 5.2, most of respondents are obtain from workers whom work in production function. It shears by 29.1 per cent. Whereas, finance function shear by 27.2 per cent and general management function share by 18.2 per cent. Sales and marketing function share by 14.5 per cent. Research and development function share by 9.2 per cent. While, the lower respondents obtain from purchasing function. It shares by 1.8 per cent.

Table 5.2 Distribute respondents according to organization's size and managerial function

Managerial function	Organization's size						Gross total	
	1-50		50-100		100-150			
	N o.	%	No.	%	No.	%	No.	%
Production dept.	11	20.0	2	3.6	3	5.6	16	29.1
Research & developmend dept.	1	1.8	2	3.6	2	3.6	5	9.2
Sales & marketing dept.	7	12.7	1	1.8	—	—	8	14.5
Purchase dept.	1	1.8	—	—	—	—	1	1.8
General management	7	12.7	1	1.8	2	3.6	10	18.2
Finance dept.	5	9.2	3	5.6	7	12.7	15	27.2
Total	32	58.2	9	16.4	14	25.4	50	100

Most of respondents, as in our sample, are obtained from organizations, which are manufacturing industry; it employed less than 50 employers. It shares by 58.2 per cent. Whereas, the big organizations, which are employed above 100 employers shears by 25.4 per cent, and middle organizations share by 16.4 per cent, which it employed from 50 to 100 employers.

5.1.3 According to organization's ownership and levels of management

As seen in table 5.3. Most of the people work in private manufacturing industrial companies. They share by 56.4 per cent. Whereas, there is 43.6 per cent works in public manufacturing industry.

Most (49.2 per cent) respondents were from people works in middle management position the average respondents for non managerial people, first-line management, was 27.2 per cent. Whereas, top management share by 23.6 per cent.

Table 5.3 Distribute respondents according to organization's ownership and levels of management

Levels of Management	Organization's ownership				Gross total	
	Public		Private			
	No.	%	No.	%	No.	%
Top management	5	9.1	8	14.5	13	23.6
Middle management	12	21.8	15	27.4	27	49.2
First-line management	7	12.7	8	14.5	15	27.2
Total	24	43.6	31	56.4	55	100

5.2 Testing procedure

Independent variable was given on a five-points scale. For the variables relating in our two hypotheses; (H₁) participation in decision-making influenced by organizational dimensions which involves; organization size, levels of management, managerial function and organization's ownership, (H₂) organizational effectiveness and managerial attitude towards participation in decision-marketing.

As seen in table 5.4 represents the result in general to our hypotheses for total data. Generally, most of total sample for hypotheses (H₁) show that there are general tendency that can people participate in decision-making in indirect of participation. The average standard deviation was 8.270 more than direct style of participation (the average standard deviation 7.164).

However, indirect style of participation which shown in first four respondents questions in table 5.4, workers believes that participation is necessary in every levels of management (St. Dev. 9.924). Also, they believe that work together is important to accomplish their task (St. Dev. 6.457) and it shares by 11 per cent. Whereas, standard deviation for respondent question number two was 5.630 that show participation can elevate the needs of Top Management .It shares by 9.1 per cent.

As indirect style of workers' participation in decision-making, shown in respondents numbers five, six and seven. Frequent meeting between workers and their supervisors is to be the most common used, shown in responded question seven, standard deviation was 12.227 and it shares by 10.1 per cent.

Also, as total sample of this theses, workers believes that relationships and friendships between them and managers, or supervisors, can be more important to reflects the strong social-culture (St. Dev. 8.860) and it shares by 10.0 per cent.

Hypotheses (H₂), as total sample, a measure by last two respondents with average standard deviation 7.632. workers believes that participation in decision-making feel them satisfaction and give them high degree of esprit de corps. And could be reduce workers turnover and increases productivity.

Table 5.4 General results respondents for total sample

		SA		A		?		D		SD		Gross total		St.Dev.
		N	%	N	%	N	%	N	%	N	%	N	%	
Q u e s t i o n N u m b e r s	1-	29	5.2	11	1.9	4	.72	6	0.4	10	1.2	60	10.7	9.924
	2-	3	.54	9	1.8	13	2.5	18	3.2	8	1.5	51	9.1	5.630
	3-	16	2.9	18	3.2	4	.72	6	0.4	5	0.9	49	8.8	6.648
	4-	16	2.9	19	3.5	11	1.78	13	2.4	2	0.4	61	11.0	6.457
	5-	16	2.9	19	3.5	7	1.3	11	2.0	5	0.9	58	10.4	5.899
	6-	14	2.5	20	3.6	9	1.6	9	1.6	2	0.4	54	9.7	6.685
	7-	29	5.2	18	3.2	1	.18	1	0.2	6	1.1	55	10.1	12.227
	8-	18	3.2	23	4.1	5	.90	4	0.7	5	0.9	55	10.0	8.860
	9-	25	4.5	15	2.7	7	1.3	4	0.7	4	0.7	55	10.0	9.027
	10-	13	2.3	18	3.4	13	2.4	4	0.7	4	0.7	52	10.3	6.188
Total		179	32.5	170	30.9	74	13.4	76	13.8	51	9.4	550	100	

5.3 Testing hypotheses (H₁)

Hypotheses (H₁) depend on our alternative model and hypothesis developments in chapter four. Hypotheses (H₁) suggested that participation in decision-making influenced by organization's size, levels of management, managerial function and organization's ownership. This is data finding for it.

5.3.1 Levels of management and participation

❖ Top management

As seen in table 5.5, show that Top Management prefer to participate their employers and workers in direct style of participation in average standard deviation 1.685 and 56.6 per cent. Where, indirect styles of participation share by 43.4 per cent, with average standard deviation 1.532.

Table 5.5 Respondent's managers in top level of management towards participation in decision-making

		SA		A		?		D		SD		Gross total		St.Dev.
		N	%	N	%	N	%	N	%	N	%	N	%	
Question Number	1-	6	6.7	3	3.3	-	-	2	2.2	2	2.2	13	14.4	1.892
	2-	1	1.1	4	4.4	5	5.6	2	2.2	1	1.1	13	14.4	1.816
	3-	6	6.7	2	2.2	1	1.1	1	1.1	2	2.2	12	13.4	2.073
	4-	4	4.4	3	3.3	2	2.2	4	4.4	-	-	13	14.4	0.957
	5-	2	2.2	5	5.6	2	2.2	3	3.4	-	-	12	13.4	1.414
	6-	3	3.3	4	4.5	2	2.2	5	5.6	-	-	14	15.5	1.295
	7-	6	6.7	3	3.3	-	-	2	2.2	2	2.2	13	14.4	1.892
Total		28	31.1	24	26.6	12	13.4	19	21.1	7	7.7	90	100	

❖ Middle of management

Middle managers, whom are located under top managers position, are prefer to using indirect style of participation to participate their employers and workers. As results of sample, there are positive general tendency towards indirect participation. For example, frequent meeting between them and their workers is to be common used of aspects of indirect participation (St. Dev. 5.224) more others styles.

However, they also taken into account the direct styles of participation to accomplished their task. For example, they share problems with their workers (St. Dev. 4.098). While, respondents for question four "the way to work together" to be the lower percent with standard deviation 1.707.

Table 5.6 Respondent's managers in middle level of management towards participation in decision-making

		SA		A		?		D		SD		Gross total		St.Dev.
		N	%	N	%	N	%	N	%	N	%	N	%	
Q u e s t i o n N u m b e r	1-	11	5.7	7	3.6	1	0.6	3	1.6	5	2.7	27	14.1	3.847
	2-	-	-	4	2	6	3.1	11	5.7	7	3.6	28	14.7	2.943
	3-	10	5.2	10	5.3	2	1.0	4	2.0	2	1.1	28	14.7	4.098
	4-	7	3.7	8	4.2	6	3.1	4	2.0	-	-	25	13.1	1.707
	5-	4	2.1	10	5.3	4	2.0	6	3.2	3	1.5	27	14.1	2.792
	6-	4	2.1	12	6.3	5	2.6	1	0.6	4	2.0	26	13.6	4.086
	7-	14	7.4	7	3.6	1	0.6	6	3.2	2	1.1	30	15.7	5.224
Total		50	26.2	58	30.3	25	13	35	18.3	23	12	191	100	

❖ First-line management

People whom work in this level, non managerial, prefer indirect participation more than direct participation. The average standard deviation was 3.199 in indirect style of participation. Whereas, direct style of participation was 3.134.

People in this levels believes that participation is vary necessary to make them more satisfaction and give them more loyalty in their job (St. Dev. 3.500). Whereas, unfortunately, the respondents of question number three was show a little narrow of participation, St. Dev. 2.516, to show that a little degree of participation can people participate with their subordinates in order to find solutions. And they preferring frequent meeting more others aspects of indirect participation (St. Dev. 4.082).

Table 5.7 Respondent's people, non-managerial, in first-line of management towards participation in decision-making

		SA		A		?		D		SD		Gross total		St.Dev.
		N	%	N	%	N	%	N	%	N	%	N	%	
Q u e s t i o n N u m b e r	1-	9	8.6	2	1.9	-	-	2	1.9	2	1.9	15	14.5	3.500
	2-	1	1.0	1	.9	8	7.7	3	2.9	2	1.9	15	14.5	2.915
	3-	3	2.8	7	1.9	1	0.9	3	2.9	-	-	14	13.3	2.516
	4-	2	1.9	9	8.6	4	3.9	-	-	-	-	15	14.5	3.605
	5-	2	1.9	7	1.9	1	.9	4	3.8	-	-	14	13.3	2.645
	6-	2	1.9	8	7.6	2	2.0	3	2.9	-	-	15	14.5	2.872
	7-	3	2.8	10	9.6	-	-	2	1.9	1	1.0	16	15.4	4.082
Total		22	21.1	44	42.3	16	15.4	17	16.3	5	4.8	104	100	

5.3.2 Organization's ownership and participation

❖ Public organizations

As seen in table 5.8 shows that, general, public organization, which owned by government to prefer direct participation more than indirect participation.

The table illustrate, that there is general tenancy towards sharing people to elevate problems. Whereas, work council, joint consultations and frequent meeting to be the common aspect of workers, employers, could be participate in decision-making (indirect participation). The average standard deviation was 2.966.

Table 5.8 Respondent's pubic organizations towards participation in decision-making

		SA		A		?		D		SD		Gross total		St.Dev.
		N	%	N	%	N	%	N	%	N	%	N	%	
Q u e s t i o n N u m b e r	1-	8	4.7	5	2.9	2	1.2	3	1.8	7	4.1	25	14.6	2.549
	2-	2	1.1	6	3.5	2	1.2	9	5.2	6	3.6	25	14.6	3.000
	3-	8	4.6	8	4.6	3	1.7	5	2.9	2	1.1	26	15.2	2.774
	4-	7	4.0	7	4.2	2	1.2	6	3.5	2	1.1	24	14.0	2.588
	5-	6	3.6	10	5.8	2	1.2	5	2.9	2	1.1	25	14.6	3.316
	6-	6	3.6	6	3.5	5	2.9	4	2.3	2	1.1	23	13.4	1.673
	7-	10	5.9	7	4.2	1	0.5	1	0.7	4	2.5	23	13.6	3.911
Total		47	27.5	49	28.7	17	9.9	33	19.3	25	14.6	171	100	

❖ Private organizations

As total sample, private organizations, Manufacturing Industries Company, prefer to use indirect participation rather than direct participation. The average standard deviation was 5.294 for indirect style of workers' participation in decision-making. Frequent meeting between workers and their supervisors to be the most common of workers' participate (St. Dev. 8.504).

In direct style of participation, workers believe that broad of participation is necessary (St. Dev. 7.968), but they hate to work with their supervisor, the standard deviation 2.061.

Table 5.9 Respondent's private organizations towards participation in decision-making

		SA		A		?		D		SD		Gross total		St.Dev.
		N	%	N	%	N	%	N	%	N	%	N	%	
Q u e s t i o n N u m b e r	1-	21	9.6	6	2.7	2	0.9	3	1.4	3	1.4	35	16.2	7.968
	2-	1	0.5	3	1.3	11	5.0	9	4.1	2	0.9	26	11.9	4.494
	3-	8	3.7	10	4.6	1	0.4	1	0.5	3	1.4	23	10.5	4.159
	4-	9	4.1	12	5.6	9	4.1	7	3.2	-	-	37	17.1	2.061
	5-	10	4.6	9	4.4	5	2.2	6	2.7	3	1.4	33	15.3	2.880
	6-	8	3.7	14	6.4	4	1.8	5	2.3	-	-	31	14.3	4.500
	7-	19	8.8	11	5.1	-	-	-	-	2	0.9	32	14.7	8.504
Total		76	35.0	65	30.1	32	14.7	31	14.2	13	6.0	217	100	

5.3.3 Managerial function and participation

❖ Production function

Managers and supervisors in production function prefer to participate their workers in indirect forms of participation, average standard deviation 2.034.

The managers in this function believe that participation is important. But they prefer to use indirect forms of participation as work councils and joint consultative to be better than others.

Table 5.10 Respondent's production function towards participation in decision-making

		SA		A		?		D		SD		Gross total		Se.Dev.
		N	%	N	%	N	%	N	%	N	%	N	%	
Q u e s t i o n N u m b e r	1-	10	8.8	4	3.5	1	0.8	1	0.8	2	1.7	18	15.7	3.781
	2-	1	0.8	4	3.5	4	3.5	3	2.6	1	0.9	13	11.5	1.516
	3-	6	5.2	2	1.9	2	1.7	2	1.8	3	2.6	15	13.1	1.732
	4-	5	4.4	4	3.5	5	4.4	2	1.8	-	-	16	14.1	1.414
	5-	4	3.5	7	6.1	5	4.4	2	1.8	1	0.9	19	16.6	2.387
	6-	5	4.4	6	5.2	3	2.7	2	1.8	-	-	16	14.1	1.825
	7-	7	6.1	4	3.5	3	2.7	3	2.6	-	-	17	14.9	1.892
Total		38	33.3	31	27.2	23	20.2	15	13.2	7	6.1	114	100	

❖ *Research and development function**

As seen in table 5.11, show that workers and employers can participate in decision-making directly, average standard deviation 1.3745. Whereas, indirect participation to be the lower here. The average standard deviation 0.949.

Table 5.11 Respondent's research and development function towards participation in decision-making

		SA		A		?		D		SD		Gross total		St.Dev.
		N	%	N	%	N	%	N	%	N	%	N	%	
Question Number	1-	4	9.52	-	-	-	-	1	2.38	1	2.38	6	14.3	1.732
	2-	1	2.37	-	-	1	2.37	1	2.38	1	2.38	4	9.5	0.433
	3-	1	2.37	2	4.76	1	2.37	1	2.38	1	2.38	6	14.3	0.447
	4-	7	16.6	-	-	2	4.76	2	4.82	-	-	11	26.2	2.886
	5-	1	2.37	3	7.16	-	-	1	2.38	1	2.38	6	14.3	1.000
	6-	2	4.75	1	2.38	-	-	1	2.38	1	2.38	5	11.9	0.433
	7-	3	7.13	-	-	-	-	1	2.38	-	-	4	9.5	1.414
Total		19	45.2	6	14.3	4	9.5	8	19.1	5	11.9	42	100	

* This position founded in public organization rather than private organization.

❖ Finance function

The table 5.12, as in total sample, there is general tendency toward direct style of participation in decision-making rather than indirect style of participation. The average standard deviation was 3.053 for direct participation.

Furthermore, the table illustrates many people works in this vital position and they believe the necessary of participation in their jobs (St. Dev. 4.272). Also, they are sharing subordinates problems in their jobs.

Table 5.12 Respondent's finance function towards participation in decision-making

		SA		A		?		D		SD		Gross total		St.Dev.
		N	%	N	%	N	%	N	%	N	%	N	%	
Question Number	1-	10	9.4	-	-	1	1.0	1	0.9	3	2.8	15	14.1	4.272
	2-	2	1.9	1	0.9	2	2.0	6	5.8	5	4.8	16	15.0	2.167
	3-	2	1.9	10	9.2	2	2.0	3	2.8	-	-	17	16.0	3.862
	4-	2	1.9	6	5.5	2	2.0	4	3.7	-	-	14	13.3	1.914
	5-	3	2.8	4	3.6	2	2.0	3	2.8	2	1.9	14	13.3	0.836
	6-	3	2.8	7	6.4	3	3.3	1	0.9	2	1.9	16	15.0	2.280
	7-	4	3.8	7	6.4	1	1.0	-	-	2	1.9	14	13.3	2.645
Total		26	24.5	35	32	13	13.3	18	16.9	14	13.3	106	100	

❖ General management function

General management involves secretary position and personal position. The table 5.13 illustrate that many peoples in this function prefer direct participation, standard deviation 1.913 rather than indirect forms of participation in decision-making.

Table 5.13 Respondent's general management towards participation in decision-making

		SA		A		?		D		SD		Gross total		St.Dev.
		N	%	N	%	N	%	N	%	N	%	N	%	
Q u e s t i o n N u m b e r	1-	5	8.1	-	-	-	-	2	3.2	2	3.2	9	14.5	1.732
	2-	1	1.6	1	1.6	2	3.2	4	6.4	1	1.6	9	14.5	1.303
	3-	6	6.9	-	-	1	1.6	1	1.6	-	-	8	12.9	2.886
	4-	4	6.4	4	6.3	1	1.6	-	-	-	-	9	14.5	1.732
	5-	2	3.2	5	8.0	1	1.6	1	1.6	-	-	9	14.5	1.892
	6-	3	7.9	2	3.2	1	1.6	3	4.8	-	-	9	14.5	0.957
	7-	5	8.1	1	1.6	-	-	1	1.6	2	3.2	9	14.5	1.892
Total		26	42.2	13	20.9	6	9.6	12	19.3	5	8.0	62	100	

❖ Purchasing function

In this function, there are a little people works in it. Generally, in the table 5.14, show weakness in the styles of workers can participate in decision-making.

However, the table illustrate that people prefer direct style of participation, the average standard deviation 0.8389, rather than forms styles indirect participation.

Table 5.14 Respondent's Purchasing function towards participation in decision-making

		SA		A		?		D		SD		Gross total		St.Dev.
		N	%	N	%	N	%	N	%	N	%	N	%	
Q u e s t i o n N u m b e r	1-	-	-	-	-	-	-	-	-	1	14.3	1	14.3	0.447
	2-	-	-	1	14.3	-	-	-	-	-	-	1	14.3	0.447
	3-	1	14.3	-	-	-	-	-	-	-	-	1	14.3	0.477
	4-	1	14.3	-	-	-	-	-	-	-	-	1	14.3	0.447
	5-	1	14.3	-	-	-	-	-	-	-	-	1	14.3	0.447
	6-	1	14.3	-	-	-	-	-	-	-	-	1	14.3	0.447
	7-	1	14.3	-	-	-	-	-	-	-	-	1	14.3	0.447
Total		5	71.4	1	14.3	-	-	-	-	1	14.3	7	100	

❖ Sales and marketing function

In sales and marketing function, as total sample in table 5.15, show there are general tendency towards direct participation. The average standard deviation 3.197. For example, people believe that participation is important to accomplish their job. Whereas, indirect participation share by 41.8 per cent with standard deviation 1.985.

Table 5.15 Respondent's sales and marketing function toward participation in decision-making

		SA		A		?		D		SD		Gross total		St.Dev.
		N	%	N	%	N	%	N	%	N	%	N	%	
Q u e s t i o n N u m b e r	1-	8	12.8	1	1.3	-	-	-	-	-	-	9	14.5	4.949
	2-	1	1.6	2	3.5	7	11.2	1	1.6	-	-	11	17.7	2.872
	3-	-	-	6	9.7	-	-	1	1.6	1	1.6	8	13.0	2.886
	4-	-	-	5	8.0	1	1.6	2	3.2	-	-	8	13.0	2.081
	5-	-	-	3	5.0	2	3.3	2	3.2	-	-	7	11.2	0.577
	6-	1	1.6	7	11.4	-	-	1	1.6	-	-	9	14.5	3.464
	7-	3	4.8	5	8.0	1	1.6	-	-	1	1.6	10	16.1	1.914
Total		13	20.9	29	46.9	11	17.7	7	11.2	2	3.2	62	100	

5.3.4 Organization's size and participation

❖ Big size organizations

As seen in table 5.16, big size of manufacturing industries companies in TRNC prefer participate their people in decision-making in direct participation rather than indirect participation.

The average standard deviation 1.406 for direct participation. While, indirect participation to be lower than first style. The average standard deviation 1.246 and it shares by 41 per cent.

Table 5.16 Respondent's big size organizations towards participation in decision-making

		SA		A		?		D		SD		Gross total		St.Dev.
		N	%	N	%	N	%	N	%	N	%	N	%	
Question Number	1-	7	-	2	2.3	1	1.1	1	1.0	6	6.3	17	17.8	2.880
	2-	-	-	3	3.1	5	5.2	3	3.1	4	4.2	15	15.8	1.290
	3-	4	4.2	4	4.3	2	2.1	3	3.1	-	-	13	13.7	0.957
	4-	3	3.9	3	3.1	2	2.1	3	3.1	-	-	11	11.6	0.500
	5-	4	4.2	3	3.1	2	2.1	2	2.2	1	1.1	12	12.6	1.140
	6-	4	4.2	5	5.2	4	4.2	2	2.2	-	-	15	15.8	1.258
	7-	3	3.9	3	3.1	-	-	3	3.1	3	3.1	12	12.7	1.341
Total		25	26.5	23	24.2	16	16.8	17	17.8	14	14.7	95	100	

❖ Middle size organizations

Middle size organizations prefer indirect participation with average standard deviation 1.766, rather than direct participation.

Standard deviation for respondents number three is 2.081, show that workers sharing problems with their subordinates. They believe that workers' participation can elevate the role of Top Management.

Table 5.17 Respondent's middle size organizations towards participation in decision-making

		SA		A		?		D		SD		Gross total		St.Dev.
		N	%	N	%	N	%	N	%	N	%	N	%	
Question Number	1-	3	4.8	2	3.6	-	-	1	1.6	2	3.2	8	12.9	0.816
	2-	1	1.6	1	1.6	4	6.5	3	4.8	-	-	9	14.5	1.500
	3-	4	6.4	5	8.0	1	1.6	-	-	-	-	10	16.1	2.081
	4-	2	3.3	5	8.0	3	4.8	-	-	-	-	10	16.1	1.527
	5-	1	1.6	4	6.4	1	1.6	2	3.2	-	-	8	12.9	1.414
	6-	1	1.6	6	9.7	1	1.6	-	-	-	-	8	12.9	2.886
	7-	3	4.8	4	6.4	-	-	2	3.2	-	-	9	14.5	1.000
Total		15	24.1	27	43.7	10	16.1	8	12.9	2	3.2	62	100	

❖ Small size organizations

As seen in table 5.18, small size organization, small size manufacturing industries companies, prefer to use the two style of participation, direct and indirect participation, in every levels of management. The average standard deviation 8.333 for the two styles.

In this type of organizations, people believe that participation play significant role in every levels of management. Also, they believe that frequent meeting is suitable aspects to participate more others. (St. Dev. 7.635).

Table 5.18 Respondent's small size organizations towards participation in decision-making

		SA		A		?		D		SD		Gross total		St.Dev.
		N	%	N	%	N	%	N	%	N	%	N	%	
Q u e s t i o n N u m b e r	1-	20	9.0	5	2.2	2	0.8	3	1.3	2	1.1	32	14.2	7.700
	2-	2	0.9	5	2.2	9	4.3	8	3.5	3	0.9	27	11.9	3.049
	3-	19	8.4	7	3.1	2	0.8	3	1.3	3	0.9	34	15.0	7.085
	4-	10	4.4	10	4.5	8	3.5	7	3.0	-	-	35	15.5	1.500
	5-	11	4.8	8	3.5	6	2.6	6	2.6	2	1.1	33	14.6	3.286
	6-	10	4.4	10	4.5	6	2.6	4	1.7	2	1.1	32	14.2	3.577
	7-	19	8.4	9	3.9	1	0.4	2	0.9	2	1.1	33	14.6	7.635
Total		91	40.3	54	23.9	34	15.0	33	14.6	14	6.2	226	100	

5.4 Testing hypotheses (H₂)

The organizations to be effectiveness if it reduce workers turnover, increasing productivity, create workers loyalty, etc. this is data finding for public and private organization in TRNC for (H₂).

❖ Public organizations

As shown in table 5.19, in our total sample, average standard deviation 3.253 for the last respondents, participation in decision-making make workers feel satisfaction in their jobs and give them high degree of esprit de corps (St. Dev. 3.714) more than respondents in number three which shown the reduce workers turnover and attractive the loyalty at worker towards their jobs.

Whereas, the friendships between managers and workers to be little with comparing with private organization.

Table 5.19 Respondent's public organizations towards organizational effectiveness

	SA		A		?		D		SD		Gross total		St.Dev.
	N	%	N	%	N	%	N	%	N	%	N	%	
1-	7	10.1	10	14.6	2	2.9	2	2.8	2	2.8	23	33.3	3.714
2-	10	14.5	7	10.1	2	2.9	2	2.8	2	2.8	23	33.3	3.714
3-	4	5.8	8	11.5	7	10.1	2	2.8	2	2.8	23	33.3	2.792
Total	21	30.4	25	36.2	11	15.9	6	8.6	6	8.6	69	100	

❖ Private organizations

Table 5.20 represents the respondents of managerial attitude towards organizational effectiveness in private manufacturing industry.

Generally, average standard deviation 4.59 for respondents number tow and three show that organization to be effectiveness if it is reduce workers turnover and give them more satisfaction. The respondents for the last tow question are better than public organization.

Furthermore, the relationships between managers and workers play significant to participate workers in decision-making, informal relationships, the standard deviation was 5.176 and it shares by 34.4 per cent.

Table 5.20 Respondent's private organizations towards organizational effectiveness

	SA		A		?		D		SD		Gross total		St.Dev.
	N	%	N	%	N	%	N	%	N	%	N	%	
1-	11	11.8	13	14.0	3	3.2	2	2.16	3	3.3	32	34.4	5.176
2-	15	16.2	8	8.6	5	5.3	2	2.16	2	2.1	32	34.4	5.412
3-	9	9.6	10	10.7	6	6.6	2	2.16	2	2.1	29	31.2	3.768
Total	35	37.6	31	33.3	14	15.1	6	6.5	7	7.5	93	100	

CHAPTER 6

DATA INTERPRETATION AND CONCLUSION

In this chapter you will find the interpretations of all results with compared with previous studies in this scope. The other main part of chapter is conclusion and proposals based upon these interpretations.

6.1 Interpretation of hypotheses

As mentioned through this thesis. The research was based to measure the degree of participation in organizational dimensions and managerial attitude towards participation in decision-making by analyzing questionnaire respondents. This is interpretation of our data as shown bellow.

6.1.1 Results of hypotheses 1 (H_1)

Hypotheses 1 (H_1) assumed that there is relationship between organizational dimensions and participation in decision-making. This is interpretation for hypotheses (H_1).

❖ Levels of management

As the results of the research finding, Top Management prefers to participate their worker, employers, in decision-making and they used direct style of participation rather other levels of management. It may be refer to management philosophy to lead it towards success.

Whereas, Middle Management and First-Line Management prefer to participate their workers and employers in indirect style of participation in decision-making. It may be refer to their attitude to make sure that work is don.

❖ Organization's ownership

The results show that public organization prefer to participate their workers by direct style of participation more than indirect participation. This hypothesis is accepted and it is to be similar, as Mansefied studies⁴¹ in 1981 that show public organization, which owned by government prefer direct participation.

Public manufacturing industry in TRNC prefer direct style of participation for this reasons:

1-TRNC organizations deal under capitalist system, which differ with organizations that work in socialist system. As Dr. Khushali studies⁴² in Iraq country in 1994, show that managers prefer indirect style of participation by trade unions because it supported by law.

2- Managers willing to develop their companies.

⁴¹ - F.Mazeil, khushali. Research and Studies.1994.Binder21 (A). No: 2.Jordanin University.P.106

⁴² - F.Mazeil, khushali. Research and Studies.1994.Binder21 (A). No: 2.Jordanin University.PP.108-230

3- Managers believe that workers' participation is important in every level in the organizations.

❖ Managerial function

The results show that people whom works in sales, marketing and research and development function use direct style of participation .It may be refer that people in that position dealing with external environment more than other people whom work in other function. This results to be similar as Badawy studies⁴³ in 1980 that show that sales and marketing managers participate their employees rather than other function.

❖ Organization's size

After finished for analyzing data, the results show that small organization prefer to use indirect style of participation more than big size organizations. It could refer to these reasons:

- 1- Their active business not complex comparing with big size of organization.
- 2- Most big size organizations, in our sample, which are owned by government could one of reason to limited workers' participation.
- 3- As an organization increases in size, it can get benefits of increased specialization and more skills, in response to the need for more coordination and control. So that, managers put more formalization and standardized rules in workers' participation in decision-making.

6.1.2 Results of hypotheses 2 (H₂)

Hypotheses 2 (H₂) assumed that organizations to be effectiveness if its reduce workers' turnover, job satisfaction, job performance, solving conflict between them and workers, etc.

The results for these hypotheses show that private manufacturing industry to be more effectiveness more than public manufacturing industries. It may be refer to the strong relationships between workers and managers and the strong social-culture that reflects managerial attitude and their behaviors towards participation in decision-making.

⁴³- F.Mazeil, khushali. Research and Studies.1994.Binder21 (A). No: 2.Jordanin University.P.107

6.2 Conclusion and prospects

In introducing this volume we declared our intention to review the material pertaining to highly interesting and significant subject in somewhat novel light. With this end in view, we directed in our attention both to our explanatory analyses of workers participation and fundamental question of the exercise of power in industry and in society at large. It is now opportune to restate those conclusions to wish we attached special significance and to assess the implications of our findings for the issues of power and participation.

It has been our main contention that workers participation in decision-making may be best understood as one index of the exercise of power in industrial life. But to explain the genesis of the phenomena in question and, indeed, to account for the success or otherwise of the actual operation of any arrangement designed for this purpose, it was inevitable that we would delve rather more deeply into those components of industrial life which enhance or depress the latent power of the main social classes, parties or groups and which encourage, too, the formation of values specific to industrial participation. Or in short and in accordance with the equation $P = F(L, V)$. When P , is participation, L , is latent power and V , is values. We were able to deduce that workers' participation were a function of latent power and values.

More than once in this research, in alluding to the conditioning role of these social factors, we have emphasized the importance of the values of the parties in question. These certainly made intelligible the otherwise erratic and inconsistent variations in types of participation arising from roughly similar balances of latent power. But equally central to our own understanding of the operation of workers' participation in industry was the realization that value favorable to these developments could not, in isolation, ensure the lasting success of any of the schemes under consideration. Furthermore, these values were not in our view confined to individual responses to specific social situations but had origins as well. Indeed, many emanated from more comprehensive ideologies or from political action, while others sprang from the practice of participation and from arise in The level of latent power among workers themselves.

The validity of these propositions was established by an examination of the rich and interesting array of practices and programmers for extending workers' participation in decision-making processes.

Armed with this framework, the study began by examining the variegated forms of participation stemming from managerial initiatives. Here we observed that, on balance, certain change in managerial ideologies had worked against the expansion of participation, for although traditional-ownership sentiments had been progressively abandoned they had been replaced by the idea that management has an expertise indispensable to the efficient organization of industry. This indeed has now become the main source of legitimacy of managerial authority. Furthermore, such a view, which is encompassed in the

managerialist thesis and finds more specific expression in the assertion that modern managers are highly professional, technically proficient and largely non-propertyied, clearly represents a fundamental obstacle to any fully-fledged system of workers' participation and control. Nevertheless, it has been in the interests of many efficiency-conscious employers to relinquish some of their decision-making prerogatives (especially where these are restricted to those of foremen and other lower-managerial personnel) in return for higher output and productivity, acceptance of changes, flexible working arrangements and relatively conflict-free industrial relation. Moreover, in our view such developments are almost certain to multiply substantially in the years ahead, partly because of the competitive advantages to be gained by introducing experiments of this nature, but also because employees themselves are likely to demand greater control over decision-making processes at shop-floor level as expectation rise respect.

The discussion was given new direction at this juncture as we examined a wide range of participation and control practices which have emerged from the ranks of working people. These again varied greatly in scope from limited workgroup practices to those more ambitious programs in which workers' control was a means for transforming an entire social order. But, somewhat remarkably, and despite the very diverse origins and ideals which practices could be seen to depend in great measure on the same basic forces of latent power and values among the parties concerned.

The function of governments and political parties in this regard. And here, although there was no intention on our part to suggest that no contribution could be made by legislation in this field, it was abundantly clear that while this type of action has served to foster a climate of opinion conducive to democracy and has impinged on economic forces and power balances which are fundamental in workplace relation, its direct relevance for participation is somewhat questionable. What is more, these statutory provisions can themselves be understood as specific responses to contemporary conditions and their success seen ultimately to hinge those key elements, which have been identified in this study.

From a researcher viewpoint, then we have touched on many themes, which are currently important in industrial sociology and industrial relations. We hope that our discussions on power will have added a certain measure of conceptual clarity to the arguments here and that we have provided a framework by means of which to make intelligible a number of otherwise disparate themes, studies and experiments. Again, on the question of industrial democracy our approach differs from that of those who, in criticizing the untenable position that workers cannot participate in management, in their turn have advanced somewhat utopian opinions about the genesis of effective participation, and in so doing have failed to recognize that it is precisely by augmenting the latent an oppositional power of workers that progress can be made towards the establishment of workers' participation in decision-making at every level.

In contemporary can workers' participate in four classes of industrial democracy are frequently advocated: (1) joint consultation and workers council (2) the extension of collective bargaining (3) worker director and problem-solving group (4) frequents meeting.

This study notes that, Unfortunately, human resource management, or personal management, still very narrow. Specially, in private manufacturing industry.

Any progress towards industrial democracy will hinge greatly upon a series of economic, technical and political variables which decisively influence the balance of power in industry, and upon the constellation of values prevalent at any given place or time. More generally, therefore, it is our considered view that the law in this filed is of marginal importance compared with economic buoyancy and full-employment, which are the true guardians of workers' rights to decision-making. By the same token, the growth of technical complexity in modern industry may well prove an obstacle to certain forms of participation even if it facilitates other such as the spread of plant-level bargaining. Similarly, given the deleterious physical and social consequences of assembly-line manufacture, and the near impossibility of enhancing "responsible autonomy" amongst workgroups under such conditions, international action to proscribe these techniques would be particularly efficacious in this respect. Again, government involvement in economic planning and the modification if not subordination of market forces would almost certainly offer great scope for the promotion of workers' participation in industry.

Turning, then, more specifically, to the question of values, the contribution of legislation in the field of attitude formation and change could be considerable, and yet values could perhaps be more susceptible to other influences. If, for instance, humanistic doctrines were it gains general currency, the consequent elevation of the minimum conditions deemed tolerable at work could, in the most favorable circumstances, serve as an insistent pressure for the equalization of rights in the workplace. Furthermore, the maintenance and enhancement of a high material standard of living, being generally conducive to rising expectations for autonomy, creativity and involvement, could further stimulate this demand. And if participation were demonstrably effective, it would come to be received with enthusiasm from many additional quarters.

If, however, we now look ahead to the medium- and long -term development of industrial societies, there is little doubt that propitious conditions for local democracy could arise from current concern over ecological problems, and this especially the case if an onslaught on high- energy- using, capital- intensive industries were to be effected. For, after all, in the event of energy shortages, many of the prevailing assumptions about the technical and economic advantages of scale would be seriously challenged. Moreover, such an environment would in turn facilitate the spread of highly creative, advanced and skilled local industries in which a more human from of control of enterprise could be facilitated. Again, participation it self may represent one preventative

of this incipient malaise, for workers previously equipped with the power of direction in their own working live might well proceed to recognize the natural and physical realities surrounding human existence and thus accommodate, rather sooner than later, the unavoidable constraints which these ultimately impose on individual freedom.

It is conceivable, too that the sharing of industrial power will similar induce a long-overdue change in the organization of industrial society and pave the way for a post-industrial culture. Representation of the views of rank-and-file workers at local and higher levels of industry, coupled with public accountability from those in control of key sectors of the economy could, indeed, herald a new era. Moreover, the contributions of ordinary people with detailed experience of the operation of industry could be an invaluable asset in overall economic planning; public funds could be made available for new project employing advanced technologies and arising from local as well as national discussions about what should be produced within any give social order. And this would not only ensure a sound and expanding economy, but would also assist the solution of environmental and regional problems while offering new opportunities for experimenting in democratic methods of management and control. The path towards future which promises the realization of creative human potentialities may, therefore, be strewn with major obstacles but it still remains a realistic goal for mankind.

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Appendix

Appendix-A

Table a-1 sectoral development in Gross National Product

Table a-2 sectoral distribution of domestic product

Table a-3 listed name of public organization

Appendix-B

Sample of Questionnaire parts in English

Sample of Questionnaire parts in Turkish

GAYRI SAHİ MİLLİ HASILADA SEKTÖREL GELİŞMELER
SECTORAL DEVELOPMENTS IN GROSS NATIONAL PRODUCT

(1977 Fiyatlarıyla Milyon TL)
(1977 Prices, Million TL)

Sektörler Sectors	1975	1976	1977	1978	1979	1980	1981	1982	1983	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998
I. Tarım I. Agriculture	462.6	581.6	619.3	757.7	752.7	779.3	732.5	772.5	512.3	586.0	601.0	655.2	677.9	726.7	709.1	639.7	580.4	827.0	891.1	761.1	759.8	876.8	661.0	656.2
1. Çiftçilik 1. Agriculture and Livestock	443.2	557.5	594.1	732.6	727.1	756.9	710.8	745.8	436.0	559.5	761.2	618.2	636.8	680.6	662.0	591.0	530.2	775.7	838.7	728.2	672.7	670.1	539.0	573.1
2. Ormanlık 2. Forestry	4.0	4.5	4.2	3.6	3.6	0.4	0.7	0.4	0.7	1.0	3.1	3.9	4.4	5.0	5.7	6.4	7.7	8.1	9.1	9.2	81.5	155.3	14.9	15.7
3. Balıkçılık 3. Fishing	15.4	19.6	21.0	21.5	22.0	22.0	21.0	26.3	25.6	25.5	26.7	33.1	34.7	41.1	41.4	42.3	42.5	43.2	43.3	43.7	45.6	45.4	47.1	47.4
II. Sanayi II. Industry	222.7	297.7	365.1	426.5	426.5	512.7	458.6	475.5	478.1	435.2	510.8	600.0	534.4	703.1	912.3	947.3	925.3	949.7	953.6	952.8	1,001.6	982.2	1,017.7	1,029.6
1. Tıccarîcilik 1. Trade-Tourism	0.4	7.0	8.9	11.5	11.7	8.3	10.7	11.2	10.6	11.0	12.2	14.0	17.7	19.7	24.0	24.2	24.5	26.9	27.9	26.2	24.5	24.4	26.4	27.6
2. İnşaat Sanayi 2. Building Industry	213.3	262.2	317.2	364.5	377.7	509.8	349.2	405.7	389.9	335.8	400.7	464.5	512.1	565.0	759.4	805.4	774.2	755.2	794.4	797.9	837.2	815.7	841.1	852.9
3. Elektrik-Su 3. Electricity-Water	9.0	28.5	39.0	50.4	60.1	54.6	98.7	58.6	77.6	88.4	97.9	121.5	104.6	112.4	118.9	117.9	126.6	127.6	131.3	128.7	139.9	142.1	150.2	159.1
III. İnşaat III. Construction	208.2	135.1	153.0	160.3	171.7	135.7	170.7	202.7	208.8	270.4	263.8	366.5	451.3	465.6	501.3	506.3	540.1	655.2	704.7	646.7	507.5	525.3	647.5	694.6
IV. Ticaret-Turizm IV. Trade-Tourism	426.7	604.3	801.0	789.6	910.7	770.9	665.0	851.0	876.4	899.0	957.3	980.2	1,046.3	1,087.4	1,207.0	1,334.1	1,199.7	1,257.4	1,305.8	1,258.5	1,392.6	1,244.5	1,317.9	1,384.1
1. Topkap ve Perakende Ticaret 1. Wholesale and Retail Trade	369.9	526.8	701.3	673.0	667.4	656.5	510.2	755.4	817.9	824.9	876.4	887.3	933.4	950.8	1,066.3	1,173.2	1,073.9	1,079.2	1,083.9	1,023.5	1,149.0	1,033.6	1,076.2	1,134.6
2. Otellik ve Lokantacılık 2. Hotels and Restaurants	56.8	77.5	99.7	116.6	145.3	114.4	54.8	95.6	58.5	74.1	80.9	92.9	112.9	136.6	146.7	169.9	125.3	178.2	221.9	235.0	243.6	210.9	241.7	245.5
V. Ulaştırma-Haberleşme V. Transport-Communication	151.4	215.1	257.4	293.5	317.7	285.0	278.0	375.7	481.8	485.2	474.5	574.8	610.0	694.6	733.8	791.8	675.3	688.5	745.8	762.0	812.4	856.9	937.3	974.6
VI. Mali Kurumlar VI. Financial Institutions	90.8	109.0	115.4	135.4	144.6	150.1	151.0	163.5	187.6	201.6	217.5	224.1	244.5	266.3	287.5	310.0	326.0	333.9	354.2	361.6	409.5	423.7	482.1	524.4
VII. Konut Sahipliği VII. Ownership of Dwellings	305.5	344.8	355.3	359.2	365.1	324.9	328.5	319.1	320.5	322.4	337.5	345.6	352.6	360.2	369.4	377.3	386.1	390.4	396.4	402.8	410.6	417.2	428.7	440.6
VIII. Serbest Meslek ve Hizmetler VIII. Business and Personal Services	89.5	118.4	123.1	135.8	140.7	152.3	137.4	157.1	151.4	162.1	169.4	188.2	201.1	214.2	235.7	259.3	263.1	284.1	294.1	274.8	280.6	518.5	655.7	675.2
IX. Kamu Hizmetleri IX. Public Services	634.0	750.4	752.7	765.6	900.5	894.6	892.1	911.2	996.3	1,019.9	1,115.0	1,137.2	1,181.2	1,197.8	1,227.7	1,278.1	1,292.6	1,303.6	1,320.8	1,346.2	1,316.8	1,351.1	1,358.6	1,406.1
X. İthalat Vergileri X. Import Duties	77.2	196.4	228.2	168.2	150.5	87.6	81.3	86.9	169.4	155.3	151.5	160.5	181.4	286.1	312.1	491.7	363.6	392.2	457.0	357.5	428.6	449.5	521.1	547.6
XI. GSYİH XI. GDP	2,668.6	3,502.8	3,775.5	3,991.8	4,163.7	4,193.1	3,895.1	4,315.8	4,382.6	4,637.1	4,998.3	5,232.3	5,580.7	5,999.1	6,515.9	6,935.8	6,552.2	7,082.0	7,434.5	7,144.0	7,360.0	7,637.7	7,967.6	8,313.0
XII. Net Dış Nem Faktör Gelirleri XII. Net Factor Income From Abroad	73.4	62.4	35.0	39.5	46.4	55.3	34.7	53.7	57.8	88.1	82.1	91.8	103.4	84.9	87.1	41.6	54.2	42.7	122.9	124.3	97.8	35.7	22.8	8.1
XIII. Net Faktör Gelirleri XIII. Net Factor Income From Abroad	2,742.0	3,565.2	3,810.5	4,031.3	4,210.1	4,248.4	3,929.8	4,369.5	4,440.4	4,725.2	5,080.4	5,324.1	5,684.1	6,084.0	6,603.0	6,977.4	6,606.4	7,124.7	7,574.4	7,268.3	7,457.8	7,673.4	7,990.4	8,397.1
GSMH GNP																								

Kaynak: Devlet Planlama Örgütü
Source: State Planning Organization

GAYRI SAĞ YURTICI HASILANIN DAĞILIMI
SECTORAL DISTRIBUTION OF GROSS DOMESTIC PRODUCT

(1977 Fiyatları, %) (1977 Prices, %)																							
Sektörler Sectors	1977	1978	1979	1980	1981	1982	1983	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	
I. Tarım I. Agriculture	16.4	19.0	18.1	18.6	18.8	17.9	11.7	14.8	16.0	12.5	12.1	12.1	10.9	9.2	8.9	11.7	12.0	10.9	10.9	11.4	7.6	7.7	
1. Çiftçilik 1. Agriculture and Livestock	15.7	18.4	17.5	18.1	18.3	17.3	11.1	14.2	15.2	11.8	11.4	11.3	10.2	8.5	8.1	11.0	11.3	10.2	9.2	8.8	6.8	6.9	
2. Ormançılık 2. Forestry	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	1.1	2.0	0.2	0.2	
3. Balıkçılık 3. Fishing	0.6	0.5	0.5	0.5	0.5	0.6	0.6	0.6	0.7	0.6	0.6	0.7	0.6	0.6	0.7	0.6	0.6	0.6	0.6	0.6	0.6	0.6	
II. Sanayi II. Industry	9.7	10.7	9.8	14.6	11.8	11.0	10.9	9.4	10.2	11.5	11.4	11.7	14.0	12.7	14.1	13.4	12.8	13.3	13.6	12.9	12.8	12.4	
1. İşçilik 1. Quarrying	0.3	0.3	0.3	0.2	0.3	0.3	0.2	0.2	0.2	0.3	0.3	0.3	0.4	0.4	0.4	0.4	0.4	0.3	0.3	0.3	0.3	0.3	
2. İmalat Sanayi 2. Manufacturing	8.4	9.1	8.1	13.1	9.0	9.4	8.9	7.3	8.0	8.9	9.2	9.5	11.2	11.6	11.8	11.2	10.7	11.2	11.4	10.7	10.6	10.2	
3. Elektrik-Su 3. Electricity-Water	1.0	1.3	1.4	1.3	2.5	1.3	1.8	1.9	2.0	2.3	1.9	1.9	1.7	1.7	1.9	1.8	1.7	1.8	1.9	1.9	1.9	1.9	
III. İnşaat III. Construction	4.1	4.0	4.1	3.2	4.4	4.7	4.8	5.8	5.3	7.0	8.1	7.7	7.7	7.3	8.2	9.3	9.5	9.1	6.9	6.8	8.1	8.4	
IV. Ticaret-Turizm IV. Trade-Tourism	21.2	19.8	19.5	18.4	17.1	19.7	20.0	19.4	19.1	18.7	18.7	18.1	18.5	19.2	18.3	17.8	17.6	17.6	18.9	16.3	16.5	16.6	
1. Toprak ve Perakende Ticaret 1. Wholesale and Retail Trade	18.6	16.9	16.0	15.7	15.7	17.5	18.7	17.8	17.5	17.0	16.7	15.8	16.4	16.9	16.4	15.3	14.6	14.3	15.6	13.5	13.5	13.6	
2. Otelcilik ve Lokantacılık 2. Hotels and Restaurants	2.6	2.9	3.5	2.7	1.4	2.2	1.3	1.6	1.6	1.7	2.0	2.3	2.1	2.3	1.9	2.5	3.0	3.3	3.3	2.8	3.0	3.0	
V. Ulaştırma-Haberleşme V. Transport-Communication	6.8	7.4	7.6	6.8	7.1	8.7	11.0	10.5	9.5	11.0	10.9	11.6	11.6	11.4	10.3	9.7	10.1	10.7	11.0	11.2	11.8	11.7	
VI. Mali Müesseseler VI. Financial Institutions	3.1	3.4	3.5	3.6	3.9	3.8	4.3	4.3	4.4	4.3	4.4	4.4	4.4	4.5	5.0	4.7	4.8	5.1	5.6	5.5	6.0	6.3	
VII. Konut Sahipliği VII. Ownership Of Dwellings	9.4	9.0	8.8	7.8	8.4	7.4	7.3	7.0	6.8	6.6	6.3	6.0	5.7	5.5	5.9	5.5	5.3	5.6	5.6	5.5	5.4	5.3	
VIII. Serbest Meslek ve Hizmetler VIII. Business and Personal Services	3.4	3.4	3.4	3.6	3.5	3.7	3.4	3.5	3.4	3.6	3.6	3.6	3.6	3.7	4.0	4.0	4.0	3.9	3.8	6.8	8.2	8.1	
IX. Kamu Hizmetleri IX. Public Services	19.9	19.2	21.6	21.3	22.9	21.1	22.7	22.0	22.3	21.7	21.2	20.0	18.8	18.4	19.7	18.4	17.8	18.8	17.9	17.7	17.1	16.9	
X. İthalat Vergileri X. Import Duties	6.0	4.2	3.6	2.1	2.1	2.0	3.9	3.3	3.0	3.1	3.3	4.8	4.8	7.1	5.5	5.5	6.1	5.0	5.8	5.9	6.5	6.6	
GSYİH GDP	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	

Kaynak: Devlet Planlama Örgütü
Source: State Planning Organization

a-3: Listed name of public organizations in TRNC

1. Eti (Endüstri,Ticaret ve işletmecilik) Teşebbüsleri Ltd.Şti
2. Kıbrıs Türk Denizilik Ltd. Şirketi
3. Kıbrıs meyve, sebzeler "cypfruvex" işletmecilik ltd. Şirketi
4. Kıbrıs türk tütün endüstrisi ltd.şirketi
5. vakıflar idaresi
6. toprak ürünleri kurumu
7. KKTC elektrik kurumu
8. kıbrıs türk süt endüstrisi kurumu
9. bayrak radyo televizyon kurumu(BRTK)
10. devlet üretme çiftlikleri dairesi
11. genel tarım sigortası Fonu
12. kıbrıs türk betrolleri ltd şirketi
13. türk alköllu içki ve şarap endüstrisi ltd.(TAŞEL)
14. Kıbrıs türk hava yolları(KTHY) Ltd

The researcher is student in Near East University, studding Master of Business Administration .In order to fulfillment of the requirement for the degree of Master of Business Administration.

The research aimed to study of worker's participation in organization's size, type of organization's ownership, managerial function and levels of management.

This questionnaire is done for research work. All answers will deal with top confidential.

It is, of course, important that you try to be as honest and accurate with yourself as possible or the results will not have much meaning on use fullness.

Thank you...

Student: Bassam Abu-kharma.

To analysis data, please represent this information
General information

First: -

1- Sex: A- male B-female

2- Age (years):

3- qualification educational:

- A. Primary education
- B. Secondary education
- C. University education
- D. High education

4-Your current job position:

Second: -

1- Company (industry) name:

2- Company (industry) location:

3- Company (industry) ownership:

A-private

B-public

4- Number of workers at your company:

Questionnaire parts

For each question check the choice that most accurately describes your opinion. Be sure to check one box for each question.

1- I believe that, abroad of participation is necessary in every levels of management.

Strongly agree	agree	neither agree nor disagree	disagree	strongly disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2-Worker's participation can elevate the rules and needs of top management.

Strongly agree	agree	neither agree nor disagree	disagree	strongly disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3-Workers councils and joint consultations could be one of way can I participate.

Strongly agree	agree	neither agree nor disagree	disagree	strongly disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4-Collective bargaining can be more important aspect than workers councils and join consultations.

Strongly agree	agree	neither agree nor disagree	disagree	strongly disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5-In my task, I am sharing problems with my subordinates in order to find salutations.

Strongly agree	agree	neither agree nor disagree	disagree	strongly disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6-I believes that, frequent meeting between workers and employers and their supervisor's suitable aspect to participate in decision-making.

Strongly agree	agree	neither agree nor disagree	disagree	strongly disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7-I would consider improving "the way we work together" to important as improving task accomplishment.

Strongly agree	agree	neither agree nor disagree	disagree	strongly disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8-The friendship between my manager and me create some of coordination in my job and give it to me more skills.

Strongly agree	agree	neither agree nor disagree	disagree	strongly disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9-Participation in decision-making in my company make me feel satisfaction, more partition and high degree of esprit de corps in my job.

Strongly agree	agree	neither agree nor disagree	disagree	strongly disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10-In my opinion, participation could be reduce turnover of workers and create some of loyalty for workers

Strongly agree	agree	neither agree nor disagree	disagree	strongly disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Bu araştırma Yakın Doğu Üniversitesi, İşletme Bölümü Master Öğrencisi tarafından, Master bölümünün gerçeklerini tamamlayabilmek için yapılmaktadır.

Araştırmanın amacı işçilerin işyerindeki karar verme olayına, katılımlarını, yönetsel fonksiyonları, yönetimin kademelerini ve organizasyonların sahiplerinin (kimler tarafından yönetildiği) ne şekilde olduğunu öğrenmektir.

Bu anket; araştırmayı tamamlayabilmek için düzenlenmiş ve tüm cevaplar kesinlikle gizli kalacaktır.

Bu yüzden, anketi cevaplayan kişinin mümkün olduğunca dürüstçe davranmasını ve doğru cevaplar vermesini rica ederiz. Aksi takdirde, araştırmanın sonuçları hiçbir şekilde kullanışlı olmayacaktır.

Teşşekkürler

Öğrenci **Bassam Abu-Kharma**

Bilgilerin analiz edilebilmesi için lütfen aşağıdaki bilgileri doldurunuz.

GENEL BİLGİLER

Birinci Bölüm

1. *Cinsiyet* a) Erkek () b) Kadın ()

2. *Yaş :*

3. *Eğitim Durumu*

- a) Ortaokul
- b) Lise
- c) Üniversite / Yüksek Okul
- d) Yüksek Lisans

4. *Şu anda çalıştığınız iş yerinizdeki :*

İkinci Bölüm

1) İşyerinizin İsmi?

2) İşyerinin Adresi?

3) İşyerinin Sahibi?

- a) Devlet b) Özel

4) Çalışan İşçi / Memur Sayısı:

ANKET BÖLÜMÜ

SİZİN FİKRİNİZE GÖRE EN DOĞRU OLAN CEBABİ İŞARETLEYİNİZ

1) *Bence iş yerinin aldığı tüm kararlarda işçi ve memurların da kendi fikirlerini söyleyerek katılması, yönetimin her seviyesinde gereklidir.*

() Kesinlikle () Katılıyorum () Karasız () Katılmıyorum () Kesinlikle
katılıyorum Katılmıyorum

2) *İşçilerin alınacak olan kararlara katılımı iş yerindeki ciddiyetin ve kuralların bozulmasına neden olur*

() Kesinlikle () Katılıyorum () Karasız () Katılmıyorum () Kesinlikle
katılıyorum Katılmıyorum

3) *İşçilerin örgütü veya kararlara toplu katılım yolu, işçilerin kararlara katılabilmesindeki tek yoldur.*

() Kesinlikle () Katılıyorum () Karasız () Katılmıyorum () Kesinlikle
katılıyorum Katılmıyorum

4) *Toplu görüşmeler (sendika ve işveren arasında) işçi örgütü veya kararlara topluca görüş bildirmekten etkili bir yol olabilir*

() Kesinlikle () Katılıyorum () Karasız () Katılmıyorum () Kesinlikle
katılıyorum Katılmıyorum

5) *Kendi bölümümde işlerin daha iyiye doğru gidebilmesi için, problemlerini iş arkadaşlarım ile görüşür ve çözümler bulmaya çalışırım.*

() Kesinlikle () Katılıyorum () Karasız () Katılmıyorum () Kesinlikle
katılıyorum Katılmıyorum

6) İnanıyorum ki kararlara katılım açısından işçi ve işveren veya sorumlu arasında sık sık yapılan fikir alışverişleri çok etkili bir yol olabilir

() Kesinlikle katılıyorum () Katılıyorum () Karasız () Katılmıyorum () Kesinlikle Katılmıyorum

7) Birlikte çalışma olgusunun geliştirilmesi bence tüm işlerin çok daha erken ve başarılı şekilde tamamlanmasını sağlar

() Kesinlikle katılıyorum () Katılıyorum () Karasız () Katılmıyorum () Kesinlikle Katılmıyorum

8) İşveren / sorumlu ile işçi arasında arkadaşlık olgusunun gelişmesi işdeki başarının artmasına ve işçi ile işveren arasındaki kordinasyonun güçlenmesine neden olur

() Kesinlikle katılıyorum () Katılıyorum () Karasız () Katılmıyorum () Kesinlikle Katılmıyorum

9) İşyerinde alınacak kararlara katılabilmek, yaptığım işin beni daha çok tatmin etmesine ve kendimin daha çok işe yaradığımı hissetmeme neden olur.

() Kesinlikle katılıyorum () Katılıyorum () Karasız () Katılmıyorum () Kesinlikle Katılmıyorum

10) Benim fikrime göre işçinin işyerinde alınacak olan kararlara katılımı, işçilerin işten ayrılma oranını düşürmekle beraber işyerinin işçilerin gözündeki yerinide büyötmektedir.

() Kesinlikle katılıyorum () Katılıyorum () Karasız () Katılmıyorum () Kesinlikle Katılmıyorum