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Participative Management and Its Effectiveness: The State of Art

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Abstract

This research paper aims to analyse Participative Management with the help of a literature review. The classical Hawthorne experiment of the 1930s was the first to propose employee participation as a management style. Most of the writers portray Participative Management as a relatively recent concept (post-1970s). The outcomes demonstrate that when employees perceive their work environment as supportive, they experience enhanced satisfaction and perform better in the organisation. Participative management is a complex management process that can effectively increase performance, job satisfaction, and employee productivity when appropriately applied. The authors have systematically explored Participative Management literature from the year 1990 to 2024 to find the trends in the last 34 years. The present study is conducted on Participative Management published in Australian Business Dean Council (ABDC) listed journals. One of the objectives of this study is to examine the trend of the literature in variable participative management, the distribution of the various types of literature journal-wise and year-wise, and the other intentions of the studies that consider participative management as an HR intervention for employees. These interventions can be considered a significant factor in productivity and performance. This study also predicts the number of publications in the coming five years in ABDC-listed reputed Journals based on Trend Analysis.

Keywords: Employee development, Employee participation, Participation, Participative decision making (PDM), participative management, social cognitive theory.

1. Introduction

Participative management (participatory management) is one of the classical concepts in the field of management literature since the literature on participative management, and democratic style of supervision has been published since the 1930s (ALTUNKAYNAK et al., 2022; Lawler & Hackman, 1969). It is also known as workers' participation in management. Employee Participation as a tool for organizational growth has been widely adopted. The participative management style has been analysed with its effects and characteristics on the performance of the business.

That is because individuals agree that employee involvement not only allows employees to understand their roles and responsibilities but also helps to enhance their performance and the organization's performance. Some of the prominent organizational theorists, such as Renzi's Likert, Warren Bennis, and Chris Argyris, have argued that participative management in decision-making plays an essential role in attaining job satisfaction, organizational commitment, and productivity (Highhouse, 2020). Participation is emphasised in William Ouchi's Theory Z for its prominent role (Kumar et al., 2024; Ouchi, 1981). The word participation is differently interpreted by the affected parties. For management is a joint consultation before making decisions; from a worker's point of view, it is co-determination, and from an Administrator's point of view, it is an association of employees with management without assigning authority or responsibility to them.

Employees are encouraged to engage in defining group and department goals, deciding work schedules, and presenting recommendations in the company's decision-making process. Quality circles, and quality-of-work-life committees, and self-managed teams are several other types of participative management and soliciting input from the poll. Participation is a mechanism in which power is exchanged by people who are hierarchically unequal Otherwise (Locke & Schweiger, 1979; Steinert, 2021). Participative management encourages employees to say in decision-making. Its characteristics and its effects have often been analysed in the participative style on business performance. Employee Participation is an Organizational Development project; for example, it is likely to incorporate decision-making, problem-solving, and goal-setting activities as well as activities that centre on a certain issue of change.

The history of industrial relations (IR) and personnel management reveals that Participative Management had important practical and theoretical antecedents. One approach to address uncertainty in decision-making, among others, is by group engagement or mechanisms that foster different viewpoints and capacities, combining a wider variety of information, expertise and beliefs, experiences, giving the group better opportunities to deal with the complexity of decisions. Participative has assigned an important role in limiting resistance to change (Kotter & Schlesinger, 1979; Valleala et al., 2015).

Based on the data, it is undeniable that there is a need to study participative management in these countries. According to the trend, this part of the variable is required to be reviewed more. Participative Management in Decision Making has been one of the most researched management practices significantly because it is primarily associated with enhancing the positive attitudes of employees and the behaviours at work (Fenton-O'Creevy, 1998; Wang et al., 2022). Participative management's origin is related to the Elton Mayo-led Human relations movement. The importance of this has enhanced in proportion to the greater emphasis given to the "Human Dimension" at the workplace (de Ven et al., 1983; Melián-Alzola et al., 2020). Literature review shows that Employee involvement in decision-making and empowerment enhances the

motivation, commitment, and job satisfaction of employees (Alshemmari, 2023; Kappelman & Prybutok, 1995; Pearson & Duffy, 1999; Primadi Candra Susanto et al., 2023).

Research shows that the participation of employees in management style across enterprises and organizations is growing (Harley et al., 2009; Mumtaz et al., 2024). It has become essential to know how and when participation in the workplace contributes to being advantageous for both employees and employers.

Research Questions

This study has the following research questions.

1. What are the patterns of publication of participative management literature in the various influential journals from 1990 to 2024?
2. What is the Category-wise distribution of the literature from 1990 to 2024?

2. Theoretical Foundation

Social cognitive theory (SCT) was given by Albert Bandura highly used in the field of human resource management research and is concerned with the individual, behaviors, and environment in which the person operates (Bandura, 2012). The greatest feature of the social learning theory is person acquires and maintains behaviors, taking into consideration the societal setting in which an individual performs the behaviors. The foundation of this theory is the prior experiences of individuals, that influence whether or not behavioral activity takes place. These prior experiences have an impact on expectations, reinforcement, and expectancies, which determine whether or not a person will engage in particular behaviours and also the motivation behind such behaviours. These past experiences have a positive impact on expectations, and reinforcement that determine whether or not a person will engage in specific behavior also the motivational factor behind the behavior.

More explicitly, Social cognitive theory (SCT) postulates that the environment and people do not function as an independent unit but reciprocally determine one another. This theory describes how individuals learn and change their behavior by interacting with other individuals, surroundings, and personal characteristics. The foundation of SCT is the notion that individuals learn by observing others and by their own experiences (Wexley, K. N. & Latham, 2002).

3. Literature review

Participative management is often called as employee involvement in decision-making (Konovsky et al., 1990; Mitchell, 1973). As (Lawler & Hackman, 1969) emphasize, effective this style of management typically requires information sharing with others, power and reward with front line workers, and more concern for training and development of employees. It can be inferred that research on democratic leadership style and participative management have been areas that bring

attentions of prominent scholars since 1930s (Lawler & Hackman, 1969).

3.1 Employee Participation and Performance

Bernardin et al. (1995) described work success as job results because it offers the most significant correlation to the organization's strategic priorities, economic contribution, and customer satisfaction. Work success was conceptualized as actions, and it is not an individual's actions to be explicitly measurable. Mental development, such as responses or judgments, may consist of it. Participatory decision-making (PDM) or participative management is characterized as collaborative decision-making between employees and employers or a mechanism through which employees and superiors share control (Locke & Schweiger, 1979). "More specifically, it can be defined as "a mechanism in which two or more parties control each other in the making of such arrangements and policies for decision-making" (French et al., 1960) or "a model of organizational operations in which the very people who are to implement certain decisions arrive at decisions about activities (Driscoll, 1978). Participative management styles can be characterized by formal or informal, direct or indirect influences and the degree to which company decisions can impact worker (Dachler & Wilpert, 1978). Four requirements can also be classified: degree of leverage (Driscoll, 1978), variety of problems and possession, level of organization (Straus, 1996). (Cotton, Vollrath, Blue, et al., 1988) Participatory management can include the following six types:1) representative involvement;2) advisory participation;3) casual involvement;4) short-term involvement;5) staff ownership; and 6) work participation decisions. Management of engagement is a management style that calls for a high degree of Participation by Management and staff in decisions concerning their jobs.

In terms of efficiency, (Rosenberg & Rosenstein, 1980) analysed and found that staff involvement behaviour is more related to positive activity than the group productivity incentive package. Detailed research by the French cooperative producers (Defourney et al., 1985) has concluded that employee interest in profit, ownership and group membership, where environmental variables and organizational factors are regulated, all have substantial positive effects on added value. The study concludes (Scott-Ladd et al., 2006) that workers' control of an organization's schemes impacts multiple acts of corporate efficiency and competitiveness favourably (Sashkin, 1984).

A complete literature review has found that decision-making in terms of interaction increases the effect, involves business interest, work efficiency and job fulfilment and decreases workers' absences such as absenteeism (Cotton, Vollrath, Froggatt, et al., 1988). Many scholars have found that participatory management has a positive influence on organizational efficiency. Many researchers argued that employee engagement could increase enthusiasm for the job (Fitzroy*, 1980) and organization, which would also increase efficiency (Defourney et al., 1985). In addition, the involvement of workers is intended to mitigate employee-employer conflict and

benefit the overall productivity of the company. Several engagement processes are considered to have a beneficial impact on corporate results. The first step is to create a more inclusive atmosphere to provide a better forum for the settlement and communication of conflicts by incorporating participatory management. This change will dramatically decrease attrition and absenteeism, thereby benefiting the employee's job experience and also enhancing employment efficiency. Moreover, participatory management has demonstrated that the incentive for work in terms of both moral and financial benefits has a positive impact. Participatory management also allows workers to identify with their company and their association. This will contribute to increased job satisfaction and greater productivity for workers. Since staff are given the power to share their thoughts by participatory management during decision-making, decisions reached with consultation are more likely to be taken, and innovation and technological changes are implemented in this phase (Jones & Svejnar, 1985). As Participatory Management can help improve employee capabilities and abilities minimize employee resistance to technological change and increase employee happiness, (Lilja, 1986) claimed that the vital aim of managing the company in initiating employee engagement is industrial productivity. Due to these various observations, certain contingency factors, including the study environment of research and different ways of participatory decision-making, have been investigated by researchers in Participatory Decision Making (PDM) (Cotton, Vollrath, Blue, et al., 1988; Miller & Monge, 1986), as well as some cognitive variables, such as a sense of meaning and self-efficacy (Sagie and Koslowsky 2000), as factors that the relationship might be influenced. Participatory decision-making (PDM) mechanisms are the main associated factor that is expected to contribute to or by better strategic decisions. In the participatory management process, participants engage in such a manner that they express their opinions, values, thoughts, experiences and the desire to learn. This mechanism of involvement not only helps participants with a "sense of belongingness" and thereby enhances the employee's engagement and comfort with choices, but also, as (Smith-Jentsch et al., 1996) put it, allows for the successful use of the team's cognitive arsenal as a whole. As has been noted, when a leader or boss enables individuals to take an active part in corporate decision-making, he promotes teamwork and the flow of new ideas within the team that strengthen problem-solving capacities (Sarin & McDermott, 2003).

3.2 Participation and Organizational Change

Many authors have identified that Participative Management has a facilitating role in organizational change. Participative management's role in limiting resistance to change is often accepting the literature; the participative management style increases the possibility that change would be accepted (Belasco & Alutto, 1972). it is the most generalized notion about resistance to change that the Participative Management style is one of the best ways to manage change. In the area of change management, resistance to change is one of the significant topics.

Many authors Laframboise et al. (2002) have done empirical research on change, and this research confirms that if the main source of change is anticipated by management, then the success of change would be possible. Because always in the case of change, it satisfies a group and harms another group. Judson (1991) confirms that employee participation and employee commitment are some of the powerful facilitators that can be used by management for acceptance of the change. The author claims that if the employee has to Say in decision-making related to change, he/she is more likely to accept the change.

4. Research Methodology

The research methodology adopted to explore numerous aims of the research paper in demonstrated below.

4.1 Objectives of the study

1. To study the Pattern of Publications of Participative Management over the time period from 1990 to 2024.
2. To study the publications of Participative Management (1990-2024) in various Categories (ABDC) for Journals.
3. To predict the future trend of publications of Participative Management for the period from 2024 to 2035.

4.2 Research design

The author has followed a systematic process to search and choose published articles on the research dimension of participative Management. The process involves a series of steps to finalize the literature for the current study

4.3 Search strategy

Several research papers were searched from the Scopus database. A computerized literature search was initiated to search for participative management. The initial result for participative management was 734 papers. The search was limited from 1990 to 2024, which then provided 509 results. Several other research articles were explored with the term participative management in Business Management and Accounting, social science, and psychology, which further displayed 316 results. But the search was kept limited to participation only. The final consideration was of the published articles only, thereby limiting the search to 112 articles published in A, A*, B, and C listed journals.

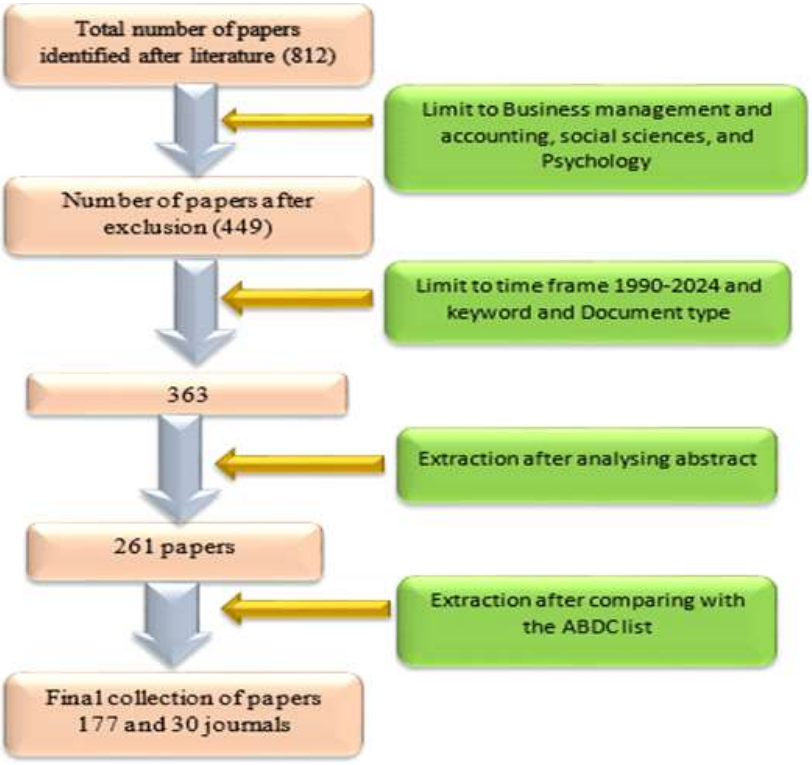


Figure 1: Search Result Flow Diagram

4.4 Selection criteria

For the sake of the study, we have included papers published in the reputed ABDC journal list. The selection was made among the articles which were published. A total of 117 articles were reviewed, out of which 11 articles were from A*, 52 articles were from the A category, 43 articles were from the B category, and 21 papers were from the C category journal, as shown in Figure 2. Different ABDC listed Journals of OB & HR domain, management domain, psychology domain, administration domain, sociology domain, production management and knowledge management domain were taken into consideration for the study.

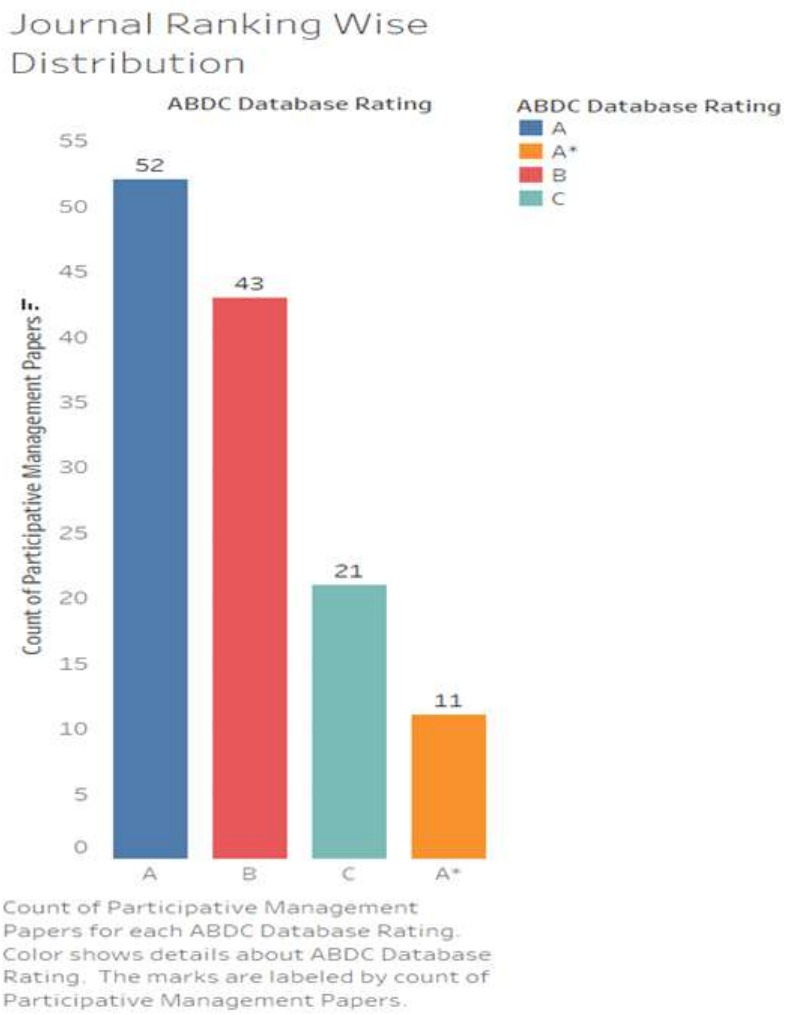


Figure 2: Journal Ranking wise distribution

5. Results

One hundred and twelve papers that were sorted were then reviewed for further studies, and their journal-wise and year-wise distribution with further elaboration is given in graphical representation.

5.1 Journal-wise distribution of papers

The selected literature was analyzed with the help of Tableau software for the purpose of the current study. Paper distribution was done according to the selected journals in order to have a better understanding of participative management and to show the distribution of papers into

various journals. The bar plot illustrates the quantity of documents in each of the most prestigious journals. The bar graph illustrates the quantity of research papers in each category of the journals. The visualization represents how many articles were published in each category of journal from highest published to least published. See Figure 3.

5.2 Year-wise distribution of literature

In the following figure, the year-wise distribution of journals related to participative management is presented. It can be observed from the diagram that the greatest number of publications occurred between 1996 and 2009, with the least number of papers published in the year 2014. The trend is not consistent considering the number of articles published as it has a zig-zag pattern in the graph with an initial increase in publications and then a decline in publications.

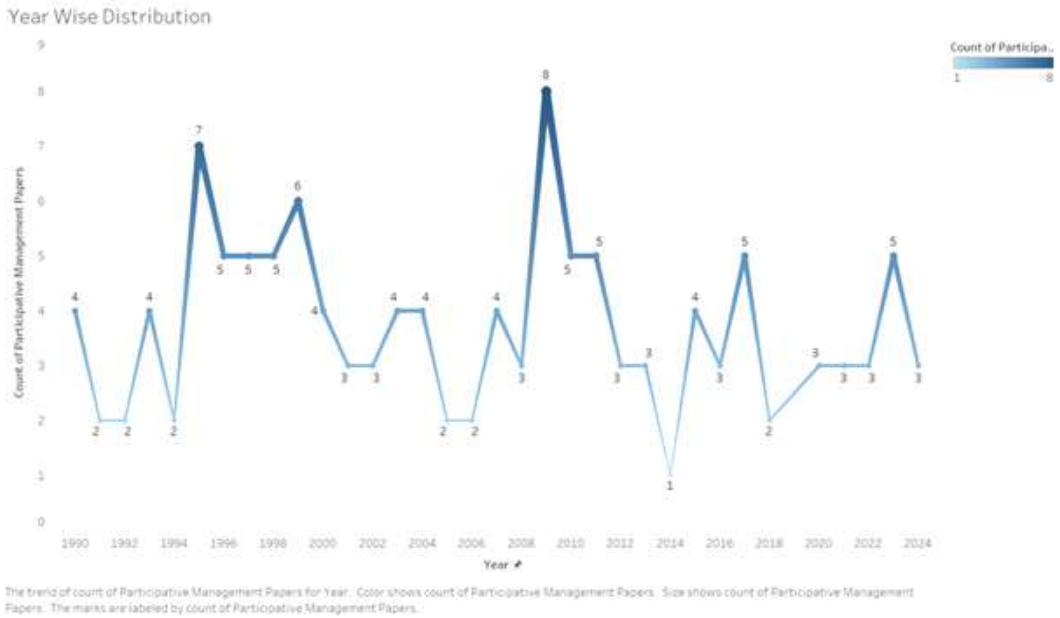


Figure 4. Year Wise Distribution of Papers

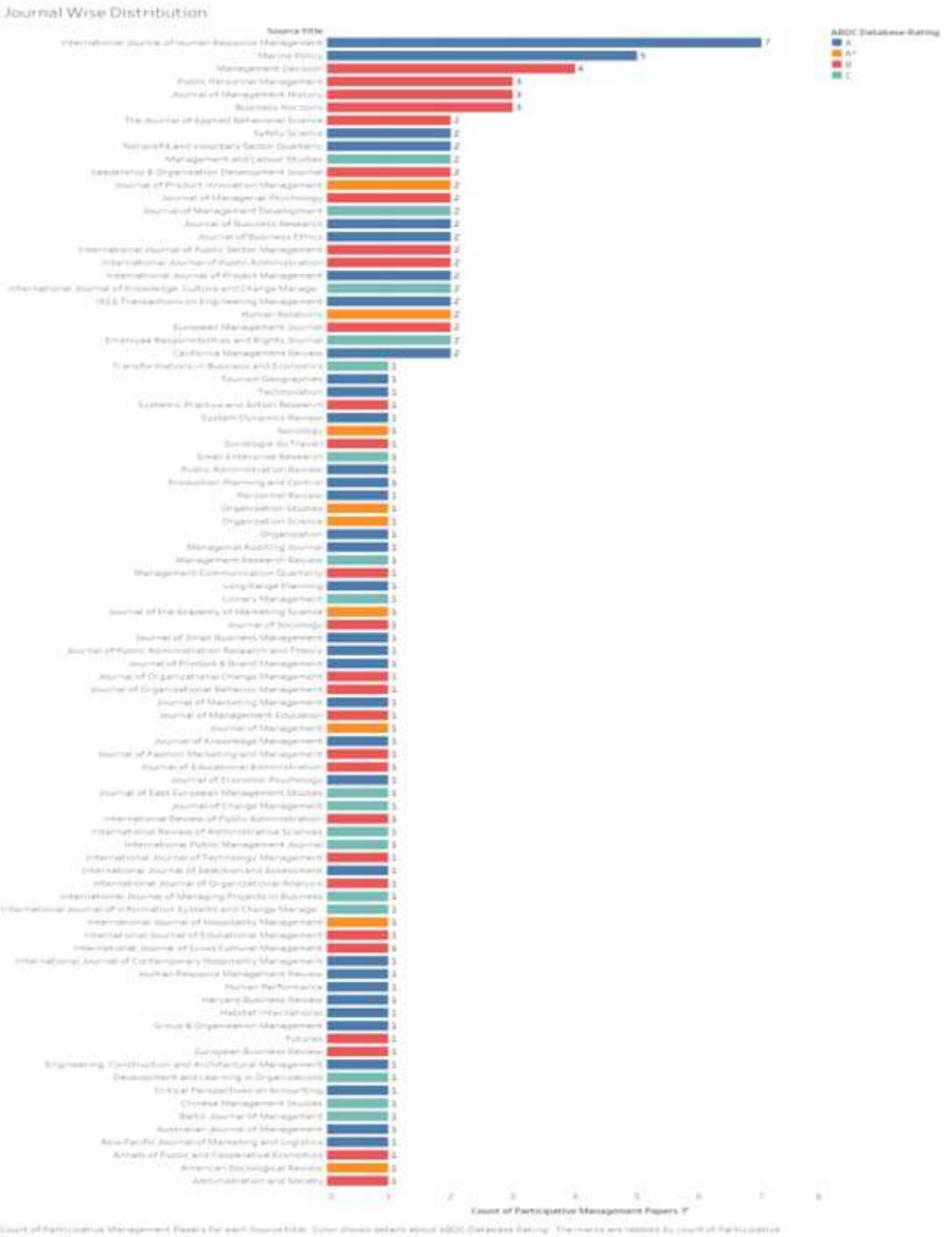


Figure 3: Journal of wise Distribution

Trend analysis was used for studying the pattern of papers published in ABDC listed Journal. In this study, Regression equations were formed for Trend Analysis using different methods, namely Linear Regression, Exponential Regression, Logarithmic Regression, Power Regression, and Polynomial Regression of powers 2, 3, 4, 5 and 6. The R-square values are given in Table I. The highest value of R Square was found in the Polynomial Regression equation of Power 6. Hence the same was used to forecast the number of papers to be published in 2035. Another reason to select the polynomial regression equation of power six is that the distribution shows a zig-zag pattern with a hill and valley structure of more than six. The predicted value of paper publication in 2025 is approximately twenty-five papers in ABDC-listed journals.

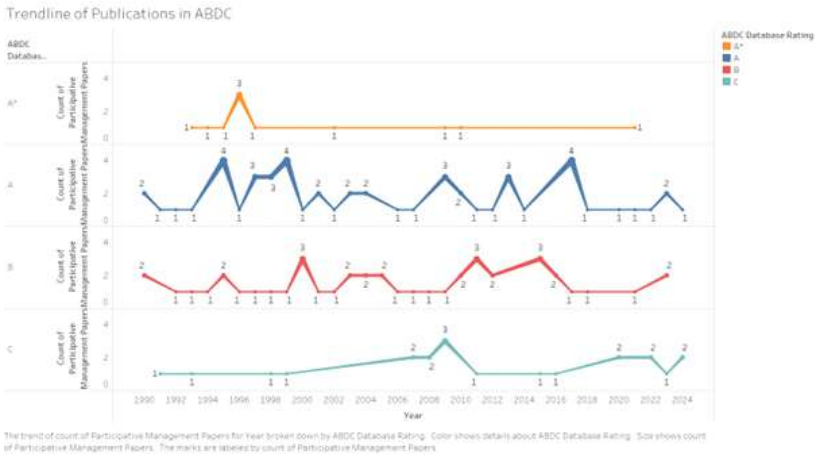


Fig 5: Trend Line of Publications in ABDC

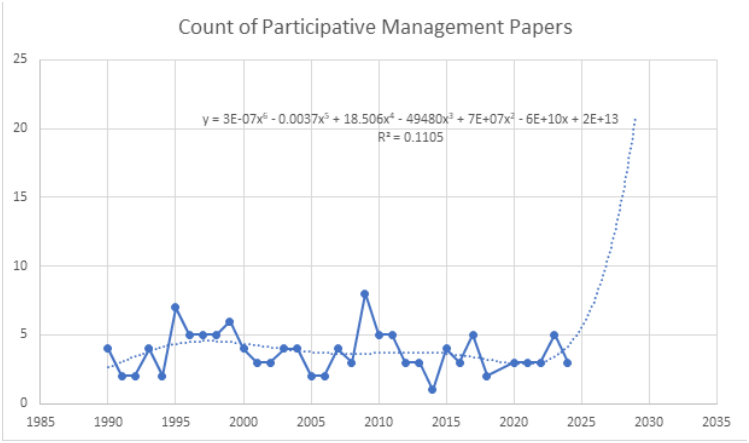


Fig 6: Trendline of Publication in A category Journal

Table I Trend analysis overall

Trend Analysis Method	Regression Equation	R-square Value
Linear Regression	$y = -0.0182x + 40.198$	0.0147
Exponential Regression	$y = 15412e^{-0.004x}$	0.0141
Logarithmic Regression	$y = -36.38\ln(x) + 280.34$	0.0147
Power	$y = 2E+28x^{-8.391}$	0.0140
Polynomial-Power2	$y = -0.0022x^2 + 8.6788x - 8686.7$	0.0324
Polynomial-Power3	$y = 0.0004x^3 - 2.3471x^2 + 4715x - 3E+06$	0.0769
Polynomial-Power4	$y = -2E-05x^4 + 0.1279x^3 - 386.12x^2 + 518182x - 3E+08$	0.0824
Polynomial-Power5	$3E-06x^5 - 0.0313x^4 + 125.71x^3 - 252409x^2 + 3E+08x - 1E+11$	0.0984
Polynomial-Power6	$3E-07x^6 - 0.0037x^5 + 18.506x^4 - 49480x^3 + 7E+07x^2 - 6E+10x + 2E+13$	0.1105

Trend analysis was used for studying the pattern of papers published in A Category journals. To do the same, Regression equations were formed for Trend Analysis using different methods, namely Linear Regression, Logarithmic Regression, and Polynomial Regression of powers 2, 3, 4, 5 and 6. Exponential Regression and power Regression could not be used in this part of the Analysis because the data distribution of Publications in A-category Journals of Participative Management includes Zero frequency at various data points. The R-square values are given in Table II. The highest value of R Square was found in the Polynomial Regression equation of Power six., i.e., 0.2171. Hence the same was used to forecast the number of papers to be published in 2025. Another reason to select the polynomial regression equation of power six is that the distribution shows a zig-zag pattern with a hill and valley structure of more than six. The predicted value of paper publication in 2035 is approximately twenty-five papers in A-listed journals. Figure 7 displays the count of participative management papers based on the highest R Square value.

Table II Trend analysis in A category journal

Trend Analysis Method	Regression Equation	R-square Value
Linear Regression	$y = -0.0165x + 34.878$	0.0274
Exponential Regression	$y = 6E+07e^{-0.009x}$	0.0252
Logarithmic Regression	$y = -33.02\ln(x) + 252.87$	0.0273
Power	$y = 6E+57x^{-17.44}$	0.0250
Polynomial-Power2	$y = -0.0018x^2 + 7.1831x - 7190.2$	0.0548
Polynomial-Power3	$y = 0.0001x^3 - 0.7458x^2 + 1500.4x - 1E+06$	0.0648
Polynomial-Power4	$y = -3E-05x^4 + 0.2705x^3 - 814.5x^2 + 1E+06x - 5E+08$	0.1162
Polynomial-Power5	$y = 8E-07x^5 - 0.0083x^4 + 33.267x^3 - 67039x^2 + 7E+07x - 3E+10$	0.1187
Polynomial-Power6	$y = 6E-07x^6 - 0.0074x^5 + 37.078x^4 - 99207x^3 + 1E+08x^2 - 1E+11x + 4E+13$	0.2171

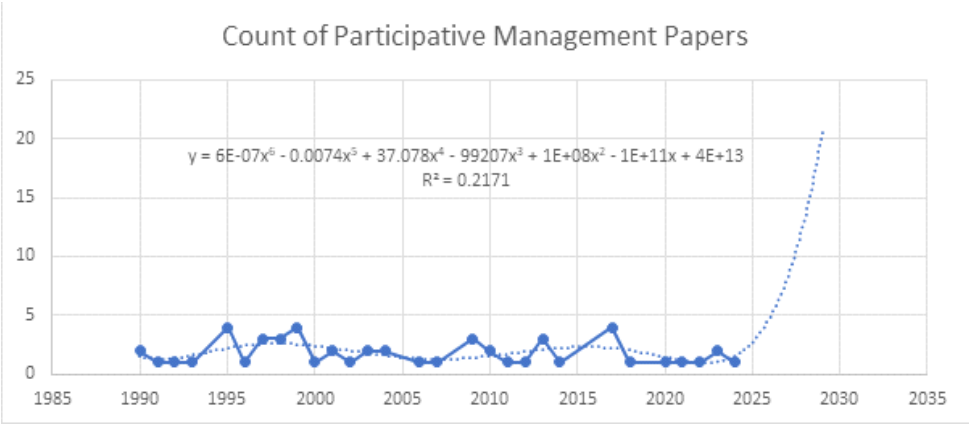


Fig 7: Count of participative management papers

6. Discussion

The author has gathered literature from high-rate influential journals. The goal of this review of the literature paper was to study and find out the trends of literature published in the area of Participative Management from the year 1990 to 2024. A total of 177 articles were taken into account for review in this study. This study shows that the publication trend of the paper on participative management is increasing and decreasing with the period of time. In the year 1990, it was four papers; in 1994 it reached seven papers, then in the year 2004 there were four papers, and in the year 2017 it was five papers, while in the year 2020, 3 papers published. Further, a decline is observed in the year 2024 compared to 2023 where 5 papers were published. Studies show that more organizations are Adopting the participative management style to boost their performance and maintain transparency in the organization to build trust. Figure 2 journal-wise ranking distribution shows that high-rating journals are accepting papers in the domain of Participative Management. There are fifty-two publications in the A category, forty-three publications in the B category, and eleven publications in the A* category in ABDC-listed journals, while twenty-one papers were published in C category.

This preparation was made accessible to the anthropological relations undertaking in the 1920s and is based on some of the concepts discovered by researchers of Management and organizational Research, in particular the Hawthorne experiments that contributed to the Hawthorne effect. The period of the late 1960s and early 1970s thus has been dominated in the societal relation by the reorientation.

Employee participation is expected to enhance the performance of an organization because employees have information that is required by top management when striving for organizational improvement. In the Past, Participative Management was not very successful in the Indian industries; in the 1980s, specific development suggested that employee involvement in decision-

making at the grass-root level has the potential for growth management that has introduced some voluntary participation schemes to create opportunity at the shop floor level. As the study concluded by Cotton, 1998, different forms of participation in decision making is associated with remarkably different outcomes. E.g. in terms of job satisfaction and productivity, informal participation and ownership are much more effective. While on both these criteria, short-term participation is ineffective. Participative Management is a multiform and multidimensional concept. Earlier research (Locke & Schweiger, 1979) considered Participation in Decision Making as a Unitary concept, assessing its effectiveness without regard for form. Participative Management in Decision Making is positively related to performance and Job satisfaction. Different forms of Participation in decisions are accountable for only a portion of the variance in consequences: and there is the involvement of some other situational factors. And there is scope to explore the novel form of employee participation.

Participatory management would be viewed as part of staff learning in 1990. In the year 2000, it is used hieratically in the management span and mostly to gain power and political role in the organization. In a political context, participative management is an influencing process, and at the enterprise level, it also affects the terms and conditions of employment. Participative management has been linked with many results apart from satisfaction and productivity (e.g., the power distribution across the industry, conflict level at the industry, or the quality, timeliness, and acceptance of decision-making) Finding the work effort and variety encourage employee participation in decision- making process implies that employee participation is a strategy for coping, especially when it was considered alongside the finding that workers are less happy with the reward getting in return for the effort they give.

Participative management is concerned with the schemes which allow the employee to have greater involvement in decision-making or have a financial stake in the organization. However, Participative Management is a heterogeneous concept, and it varies over time and from one organization to another. There is an active joint consultation and suggestion scheme existence at the other end. Participative management, if managed effectively at each level of the decision-making process, is not detrimental. In some organizations, Participative Management fails because employees of older age take the change as a threat; they do not want to break the status quo, so they resist change. In some of the literature, it is discussed that sometimes managers fail to recognize that participative management is different from delegating or distributing responsibility. Almost three decades ago, participation was labelled as a third management. The first one was the hierarchy invention; the second one was the segregation of management from the ownership and the subsequent management professionalization. Based on the chosen journals, this section will cover the preceding limits: Journal and paper importance, publishing duration and origin and, lastly, content analysis. Analysis of the use of periodic significance in the field of expertise of this research is measured by the efficiency, impact factor and number of

citations of the Journal. The journals connected to the chosen papers are differentiated, as seen in Figure 1. Participative management has many effects on office culture and politics. Because of peer pressure and some hidden agendas, employees avoid telling their opinions to supervisors and keep them to themselves. (Shagholi & Hussin, 2009) has divided Participative Management into 15 dimensions Decision-making, shared power, trust, motivation, respect, teamwork, collaboration, communication, involvement, transparency, innovation, democracy, problem-solving, common goal, and equalitarian. Application of these components of participation can be used for effective achievement of the goal in the organization. (Sashkin, 1984) the employee might participate at a time in one or all four areas. First, employees may participate in individual decision-making by themselves. For example, they can set their own goals. Second, it is possible to participate as an employee-manager pair. Third, participation may be by or through a group of managers and co-workers. That framework has three methods and four areas that might give difficulty to academics, but it makes pragmatic sense, as believed by managers. Furthermore, some recent research on employee participation schemes emphasizes that there is a need for depth and breadth studying; because of the constraint of data, the researcher was able to focus to some extent on the breadth of the human resource management practices. In recent years, PRP (performance-related pay) has been widely used by organizations as a human resource policy. The goal of PRP is to increase the input, both qualitative and quantitative, of the employee to the production process (Lilja, 1986; McNabb & Whitfield, 2007). A large number of organizations encourage teamwork to get a competitive advantage and have put in place a range of practices with this in mind. ESOP (Employee stock option plan) is another type of experiment in participation, and it is the consequence of the economic reform program. The last aspect left to discuss is the participatory nature of the employees and how it will be sufficient for organisational growth. With the help of this Analysis, there is scope so we can develop the participatory model for organisational growth.

7. Conclusion

The review paper clearly shows that trends in the publication of the literature in the ABDC listed A, A*, B and C journals are increasing; the highest number of publications in the A category is forty-eight papers. Furthermore, there is much scope to do publications in highly influential journals to impact further research. The year-wise finding of the papers indicates that the number of publications in the Journals is a Zig-Zag pattern (Fig 4). The Journal wise distribution of papers shows that there has been an emerging trend of accepting papers in ABDC-listed A-category journals. Good management is the result of intelligence, wisdom, experience, and lucid thinking, and it is facilitated by relevant organizational research. In some studies, Participative Management has proved to be useful, while in some studies, it is not. Participative management implies that employers yield the power to make decisions to the employee or their representation voluntarily or compulsively. This may happen in the form of joint decision making (e.g., working hours, pay etc.), making decisions on the basis of consultation with the employees (e.g. shop council, work

council), or the decision-making by employees themselves, which is left by their employer. Employee participation in decision-making positively affects work effort, commitment, and autonomy. Rosebush Kanter has examined the reasons for the failure of participative management programs. Participative management fails because there is too much emphasis on "participation" and little emphasis on "management." Organizations use numerous important techniques to increase participation through ownership, work council and joint management councils, collective bargaining, suggestion schemes, total quality management and empowered teams. Participative management is considered a Philosophy and principles and practices for developing industrial democracy by or through communication, consultation, cooperation and mutual consultation, trust and faith between workers and management. Authorities always need to keep a balance between the needs of employees as well as the needs of employers. It was believed that modern organizations implementing work practices would gain more from a technologically oriented and educated workforce.

8. Implications

It is widely argued that increased participation in decision-making in the organization produces many benefits, and Dissent decreases. The findings of the research suggest that the organizations should focus on enhancing the existing or implementing newer employees' involvement in decision making of management, supervision, administration, and encourage young and new generation employees to foster a willingness in them to become more involved in these activities. Previous studies show that Participative Management plays a pivotal role in performance, productivity, job satisfaction and culture. Participation of employees in management, primarily focusing on helping and on monitoring the decision-making in organizations, significantly appears to have positively related to job satisfaction at the place of work. Participative management is one of the most challenging management Style to practice for employees as well as managers. Increasing employee participation creates a stronger sense of identity or ownership with work (Benkhoff, 1997), provided that employees have an appropriate stage of content or job knowledge.

9. Limitations and future research

The objective of this study was to study what is the trend of literature published on the variable participative management by the process of a systematic review. The author has considered specific areas like business, management and accounting area, social science, and psychology. In further studies, there is scope to consider the other domains, and the work can be done with more publications included in the Analysis. For this study, the Scopus database is taken into account only. Other databases like the Web of Science, PROQUEST, Science Direct can also be used in further research. For this study, only ABDC listed journals paper is involved. Different empirical analyses could be done on this dimension and could involve Scopus and other indexes journals.

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