Presenting a Model of Pseudo Participation in the Decision-Making of Managers in Iranian Public Organizations

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Abstract

Pseudo participation in decision-making is a phenomenon that clearly indicates dissatisfactions, inefficiencies, and conflicts within organizations. This reality becomes especially significant in public organizations, which bear substantial responsibility in the provision of public services. This study addresses the conceptual model of pseudo participation in the decision-making of managers in Iranian public organizations. This study employs a qualitative research method based on grounded theory. Data were collected through semi-structured interviews, and the information was analyzed using Strauss and Corbin's approach and the paradigmatic model. The statistical population of this research consists of experts and specialists in the fields of human resource management and organizational behavior, who are capable of providing valuable information to the researcher. Sampling was conducted using theoretical methods and utilizing purposive (judgmental) and snowball (chain) techniques, resulting in 11 interviews with experts from public organizations. The results of data analysis obtained from the interviews through the processes of open, axial, and selective coding, and using Maxqda 2018 software, led to the creation of a model of pseudo participation in the decision-making of managers based on grounded theory. The model comprises six dimensions and a determination process, extracting 110 open codes, 48 concepts, and 27 categories. These include individual factors, negative attitudes towards participation, organizational discord, weaknesses in evaluation systems, prevailing conditions in the internal environment of the organization, external factors affecting the organization, cognitive perceptual errors, social-psychological welfare, organizational changes, organizational indifference, organizational authoritarianism, and others. The consequences consist of nine subcategories, including organizational decline, organizational cynicism, social abrasion, organizational authoritarianism, disorder, inability in genuine participation, reduced productivity, decision-making errors, and decreased organizational creativity and innovation. Pseudo participation results in executive decisions within public organizations being influenced by specific interests, rather than being based on the genuine opinions and participation of individuals and stakeholder groups. This phenomenon not only reduces the effectiveness of decisions and their implementation but also causes dissatisfaction and disappointment among organizational members and the community.

Keywords: *Decision-making participation, pseudo participation, managerial decision-making*

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1. Introduction

The phenomenon of pseudo participation is a type of managerial attitude in which managers, despite believing in the expression of opinions and viewpoints, declare voluntary participation within the organization and promote such an approach. However, in making major and impactful decisions, they disregard the input of others and do not pay attention to their beliefs and opinions [1]. Additionally, pseudo participation is a term used in management studies.

A similar phenomenon to pseudo participation in social contexts is recorded as "tokenism," where the goal of a minority representative's participation is to portray a perception of social inclusiveness [1].

The selection of the type and method of decision-making is one of the most important skills for managers in making decisions. Managers' decision-making styles reflect the habitual patterns they use in decision-making. In other words, a manager's decision-making style is their personal approach to understanding and responding to their

decision-making duties [2]. To resolve organizational dilemmas, including making non-principled managerial decisions, scientific principles must be used. However, research findings indicate that in organizations, optimal use of alternative solutions is not being implemented [3]. This is why the decision-making process in organizations often faces serious problems. Some decisions made by certain managers at all organizational levels, due to immaturity—especially those appointed based on relationships—have caused significant economic or psychological harm to society. The damages resulting from the installation of incompetent managers over the years are not being eliminated from the scope of organizations [4, 5].

Another distinguishing criterion for organizations, besides management criteria, is the level of synergy and participation of various organizational components in decision-making processes [5]. Wagner (1994) and Moodie (2011) have defined participation as the balance of involvement between managers and subordinates in decision-making and activities aimed at problem-solving. Participation in decision-making, as a human aspect, is often used as an appropriate strategy to enhance employee efficiency by managers. In this process, managers and employees become partners and co-pilots in organizational decision-making [6]. Nowadays, given the new surrounding conditions and the specialized skills required to perform tasks, traditional decision-making structures in organizations have fundamentally transformed and been influenced by these changes. The existing competitive environment has driven organizations toward adopting new structures and flexible strategies. Competition requires high creativity, and organizations must raise employee awareness about the importance of their roles and provide the necessary conditions for employee participation in various decision-making processes and leverage their capabilities to create suitable changes [7]. The presence of personal or group interests may influence organizational participation. Power factions within organizations may steer decisions towards their own interests by ignoring organizational benefits through their recommendations and opinions [8].

Managers of public organizations are often individuals who, due to numerous and diverse stress-inducing stimuli related to the organization's environment and conditions, encounter challenges in making optimal participatory decisions throughout their service. The most significant and primary stress-inducing stimuli identified in this regard include facing various issues and problems within the

organization, lack of sufficient trust between managerial levels and organizational employees, lack of necessary communication between organizational departments (Zhou, 2019), making isolated decisions within organizations, the presence and expression of some grievances by clients, creating coordination in executive matters between middle managers and employees, defining employees' work frameworks and duties, dealing with unforeseen issues within the organization, and others [9]. These stress-inducing stimuli disrupt organizational order and balance, consistently exerting significant pressure on managers. The harmful effects and consequences of these stresses on managers can considerably reduce the levels of organizational success and progress, ultimately leading to decreased efficiency and productivity (Sethia, 2020). Generally, the accumulation of the aforementioned factors and components in any organization can, through their negative and intrusive effects, lead to unscientific and incorrect decision-making by managers. One manifestation of this issue in organizations can be identified as the formation of the phenomenon known as "pseudo participation." Essentially, pseudo participation is a type of managerial attitude in which managers, despite believing in the expression of opinions and viewpoints, declare voluntary participation within the organization and promote such an approach. However, in making major and impactful decisions, they disregard the input of others and do not pay attention to their beliefs and opinions [10].

These managers generally make decisions within their own control and, in doing so, implement a form of direct guidance over other organizational components, ultimately leading to the formation of the "pseudo participation" phenomenon [7]. The absence of strong management within the organization causes managers to lack the courage to choose the best option among available alternatives during decision-making. Unfortunately, today, managers of public organizations, by breaking down a decision into smaller ones, effectively abandon the essence of the decision and engage in other choices. Managers generally forget that not making a decision is, in itself, a type of decision. Individuals in pseudo participation present insincere requests to enter managerial discussions, creating an illusion of participation within the organization and among employees [11]. Utilizing these recommendations may lead to erroneous decisions or, if managers realize the falseness, may victimize others and disregard other useful opinions, setting aside those individuals with anger [12] and making completely individualistic and unilateral

decisions [13]. Given the employees' unfavorable feedback on managers' behavior, the acceptance of organizational standards by employees will be rejected or there will be no commitment to implement them because they do not consider themselves part of the participation and decision-making process [9]. Therefore, non-participation is better than ineffective or pseudo participation; as a result, pseudo participation can weaken organizational decision-making.

According to Gholipoursoteh and Hatami (2022), the lack of genuine employee participation can harm an organization's productivity and profitability and has remained a persistent issue for organizations worldwide [14]. Khorram Del (2021) found that knowledge management components, such as knowledge creation, transfer, and acquisition, have a meaningful relationship with empowerment, whereas information technology does not have a significant impact on empowerment [15]. Additionally, Grund and Teitz (2022) discovered that participation in further training and organizational support for such training is positively related to employees' emotional commitment. Uribetxebarria et al. (2021) showed that all types of participation are significantly related to employee well-being, but employee participation in decision-making has a negative relationship with workforce productivity. Moreover, no significant statistical relationship was found between financial participation methods and organizational performance [16]. Finally, Palacin, et al. (2020) stated that participation is key to achieving a fair and democratic future. However, the lack of authority in decision-making and agenda setting, especially in the design of digital public services, is recognized as a growing challenge [1]. Participation in decision-making, as a human aspect, is often used as an appropriate strategy by managers to enhance employee efficiency. In this process, managers and employees become partners and co-pilots in organizational decision-making [6].

Addressing the issue of participation is important due to the necessity of making correct decisions within the organization. This study will focus on the new and impactful topic of pseudo participation. By reviewing the research background conducted in the past, it is concluded that most studies in the field of decision-making and managers' pseudo participation have not been carried out as a documented scientific plan with long-term planning and extensive scope, especially in the country's higher institutions responsible for identifying managerial challenges and obstacles in public organizations. Therefore,

this research, in the form of an academic scientific plan, strives to examine a new narrative of this issue based on management science criteria. Given that no research has been conducted in Iran under this title and foreign articles have not precisely addressed this topic in the context of organizational participation, it holds significant importance. Another point that highlights the importance and necessity of conducting this research is the deepening of managers' previous perceptions regarding the issue of pseudo participation in decision-making and how its processes are formed. The scientific and academic nature of this work will cause managers of various governmental institutions in the country to expand their knowledge, insight, and skills regarding pseudo participation to a considerable extent in terms of both objective and subjective aspects. Therefore, in this study, the researcher strives to draw the attention of public organization managers to the main research issue, which is the perception of how pseudo participation processes are formed in managers' decision-making within public organizations. By identifying the components that create pseudo participation in organizations, the extent of such decision-making by managers can be reasonably reduced. By developing the necessary strategies and programs to address this issue within organizations, managers' decision-making performance can be improved, ultimately increasing the organization's efficiency. The present research aims to answer the key question: What is the pattern of the formation of pseudo participation in the decision-making of managers in Iranian public organizations?

2. Methodology

The present study is fundamentally a grounded theory study in terms of data analysis methodology. This study employs the grounded theory approach based on the paradigmatic approach. In fact, this research aims to achieve awareness and understanding of the causal, contextual, intervening, strategic, and consequential factors, as well as the elements constituting non-productive work behavior, using the grounded theory research approach. The primary method of data collection in this approach is the use of various interviews, and by analyzing and coding the interview texts, a paradigmatic model is presented.

The current study is a field study in terms of data collection strategy. In terms of its general objective, this study is descriptive-exploratory. The exploration process in

this study is based on the opinions of experts. Finally, the tools and methods for data collection in this study are based on semi-structured interview instruments.

The general objective of the present research on pseudo participation in the decision-making of managers in Iranian public organizations is to obtain the perspective of experts. To achieve this objective, the following research questions have been proposed: What are the main conditions of pseudo participation in the decision-making of managers in Iranian public organizations? What are the conceptual categories in designing the pseudo participation model in the decision-making of managers in Iranian public organizations? What are the strategies in pseudo participation in the decision-making of managers in Iranian public organizations? What are the contextual conditions in pseudo participation in the decision-making of managers in Iranian public organizations? What are the levels of governance in pseudo participation in the decision-making of managers in Iranian public organizations? What are the antecedent factors of pseudo participation in the decision-making of managers in Iranian public organizations?

The statistical population of this research consists of human resource management and organizational behavior experts and specialists, who are capable of providing valuable information to the researcher. Sampling in this research is purposive. In this study, purposive sampling has been conducted using the snowball technique to the extent that data reaches saturation. Sampling in this study aims to achieve theoretical saturation. Therefore, the snowball technique will provide an overall perspective and comprehensive insight into the aggregation and sharing of data. The statistical sample in the qualitative section of the research includes 6 academic experts and 5 experts from public organizations, totaling 11 individuals.

In this research, during data collection, the interviews were first transcribed verbatim and entered into MaxQDA18 software. Subsequently, a multitude of open codes were identified. By reading and reflecting on the initial codes, codes that were conceptually closely related were combined to form similar concepts (axial codes), and the axial codes further formed the selective codes.

3. Findings and Results

The collection and analysis of data in this research were conducted based on Strauss and Corbin's (2011) paradigm in public organizations. This approach includes three main phases: open coding, axial coding, and selective coding, ultimately presenting a paradigmatic model of pseudo participation quality.

Causal Conditions: These conditions lead to the creation and formation of the central phenomenon or main category. These conditions consist of a set of categories along with their characteristics that influence the main category. Based on the coding performed, the causal conditions of pseudo participation are presented in Table 1.

Table 1. Codes and Categories Related to Causal Conditions of Pseudo Participation in Managers' Decision-Making

Subcategory	Codes
Individual Factors of Employees	- Characteristics and personal traits of employees (e.g., narcissistic, self-centered)
	- Lack and weakness of employees' trust in the organization
	- Employees' lack of awareness
	- Employees' lack of motivation
	- Self-control
	- Conservatism
	- Individual conflict
	- Lack of organizational empathy
Individual Factors (Managers)	- Political conservatism of managers
	- Fear of job security among managers
	- Managers' unfamiliarity with participatory management principles
	- Managers' lack of a systemic perspective
	- Lack of delegation of authority and responsibility
	- Authoritarian management style
	- Managers' micromanagement style
	- Lack of wise decision-making (use of collective wisdom)
	- Managers' personal characteristics and traits
Negative Attitude towards Participation	- Lack of job security among subordinates and employees
	- Creating responsibility for participants
	- Threat to managers' decision-making domain and organizational authorities
	- Experience of failure in participatory decision-making process

Organizational Discord	- Organizational hypocrisy
	- Removing managers' organizational responsibilities
	- Organizational rules mandating participation
	- Organizational corruption and efforts to create legal cover
	- Efforts to make senior managers of the organization acceptable
	- Efforts to align with senior and higher-level managers

Intervening Conditions: These conditions are those that strategies are influenced by. They consist of a set of mediating and intermediary variables. Intervening conditions are structural conditions that facilitate or limit the intervention of other factors and are both causal and general. Based on the coding performed, the intervening conditions of pseudo participation in managers' decision-making are presented in Table 2.

Table 2. Codes and Categories Related to Intervening Conditions of Pseudo Participation in Managers' Decision-Making

Subcategory	Codes
Perceptual-Cognitive Errors of Managers	- Lack of correct understanding of employees' abilities
	- Inadequate understanding of issues and problems
	- Different attitudes of employees and managers towards issues
Social-Psychological Welfare	- Reduction of welfare facilities
	- Workplace stress
	- Ineffective manager
	- Low social status of the job
	- Managers' interference in employees' affairs
	- Lack of sufficient time allocated to participatory decision-making processes
Organizational Changes	- Change of organizational managers
	- Change in organizational goals and vision
	- Change in regulations, instructions, and directives
	- Job rotation
	- Change of employees

Contextual Conditions: These are specific conditions that influence strategies, known as the context. Differentiating them from causal conditions is challenging. These conditions consist of a set of concepts, categories, or contextual variables, as opposed to causal conditions, which consist of a set of active variables. Sometimes, highly related variables are classified under causal conditions, and less related variables are classified under contextual conditions. Based on the coding performed, the contextual conditions of pseudo participation in managers' decision-making are presented in Table 3.

Table 3. Codes and Categories Related to Contextual Conditions of Pseudo Participation in Managers' Decision-Making

Subcategory	Codes
Conditions Governing the Internal Environment of the Organization	- Lack of social capital
	- Undeveloped participatory culture within the organization
	- Organizational policies
	- Organizational corruption
	- Organizational silence
External Factors Influencing the Organization	- Economic turmoil of the country (affected by internal and external factors)
	- Legal requirements
	- Weak social accountability
	- Organizational policies

Consequences: Some categories represent the results and consequences that arise from adopting strategies. This coding method, referred to as axial coding in the paradigmatic model by Strauss and Corbin, is called axial because the coding is centered around one category. Based on the coding performed, the consequences of pseudo participation in managers' decision-making are presented in Table 4.

Table 4. Codes and Categories Related to the Consequences of Pseudo Participation in Managers' Decision-Making

Subcategory	Codes
Organizational Decline	- Lack of organizational progress
	- Ineffectiveness of organizational meetings
	- Emergence of an inefficient organization
	- Threatening the survival and continuation of the organization
	- Reduction in work quality
Organizational Cynicism	- Increase in organizational opacity
	- Employee discouragement
	- Employee resentment
	- Reduction in employees' self-esteem
	- Strengthening negative self-confidence among employees
	- Employee deviant behaviors
	- Increase in employee distrust
	- Erosion of human dignity
Social Abrasion (Ineffective Relations between Managers and Employees)	- Reduction in loyalty
	- Reduction in organizational commitment
	- Job dissatisfaction
	- Increase in organizational injustice leading to social capital loss
	- Unhealthy competition
Organizational Authoritarianism	- Dominance of an authoritarian management system
	- Organizational silence
Organizational Instability	- Organizational chaos
	- Employee turnover
	- Absenteeism and lateness
	- Violation of organizational rule of law
	- Organizational friction
	- Increase in inter-organizational conflicts
	- Emergence of resistance groups against managers within the organization
Organizational Indifference	- Toxic organizational climate
	- Lack of cooperation among employees
	- Lack of accountability
	- Lack of utilization of collective wisdom
	- Inability of employees to properly accompany managers in achieving plans and objectives
	- Reduction in knowledge and information sharing throughout the organization
	- Weakening of the organizational suggestion system
	- Implementation of plans and programs contrary to desires and expectations
Reduced Productivity	- Reduction in desire for positive changes
	- Lack of provision of desired services by the organization
	- Reduction in effectiveness
	- Weakening of organizational performance
	- Waste of organizational resources
	- Lack of appropriate strategies for progress
Wrong Decision-Making	- Lack of complete understanding of issues to make decisions
	- Inefficiency in effective decisions to address issues in the agenda
	- Reduction in quality of organizational decisions
	- Decision-making based on insufficient information by managers
Reduced Organizational Creativity and Innovation	- Elimination and rejection of elites and competent human resources in the organizational decision-making process
	- Reduction in creative activities and organizational innovation
	- Organization's inability to identify damage and critical issues
	- Refusal to learn modern ways of performing work and job duties

Strategies: Represent behaviors, realities, and targeted interactions that are influenced by intervening conditions and the governing context.

Table 5. Codes and Categories Related to Strategies of Pseudo Participation in Managers' Decision-Making

Subcategory	Codes
Institutionalizing Active Organizational Participation Culture	- Emphasizing the motivational benefits of participation
	- Identifying and introducing participatory individuals
	- Establishing advisory committees
	- Drafting participatory frameworks
	- Implementing performance evaluation systems based on participatory management
	- Operationalizing the best opinions
	- Training managers and employees
	- Training conflict management styles
	- Optimizing and localizing organizational participation methods
	- Replacing some organizational norms and values
	- Process-orientation in decision-making
	- Promoting a participatory decision-making culture
	- Developing a learning organizational culture
	- Strengthening cooperative spirit amidst competition
	- Granting managers and employees freedom in the decision-making process
	- Utilizing modern and creative problem-solving techniques
Utilizing Management Information Systems with an Approach to Enhance Organizational Transparency	- Preparing a database and information bank of managers' and employees' performance records
	- Implementing decision-support systems (DSSs) and group DSSs
	- Providing systemic feedback of participation outcomes to employees
	- Specialized systemic monitoring of meeting decisions and resolutions
	- Developing intelligent office automation systems
Developing Motivational Compensation Systems in the Organization	- Encouraging managers and employees in the participatory decision-making process
	- Allocating appropriate rewards
	- Striving to meet high-level human resource needs based on Maslow's hierarchy
	- Ensuring justice in payment
	- Developing employee welfare services
	- Giving more importance to welfare expert committees and making final decisions based on committee resolutions

In this section, the researcher elaborates on each related factor to transform the analyses into theory for presenting the model. Subsequently, the created theory of pseudo participation in managers' decision-making is illustrated (Figure 1).
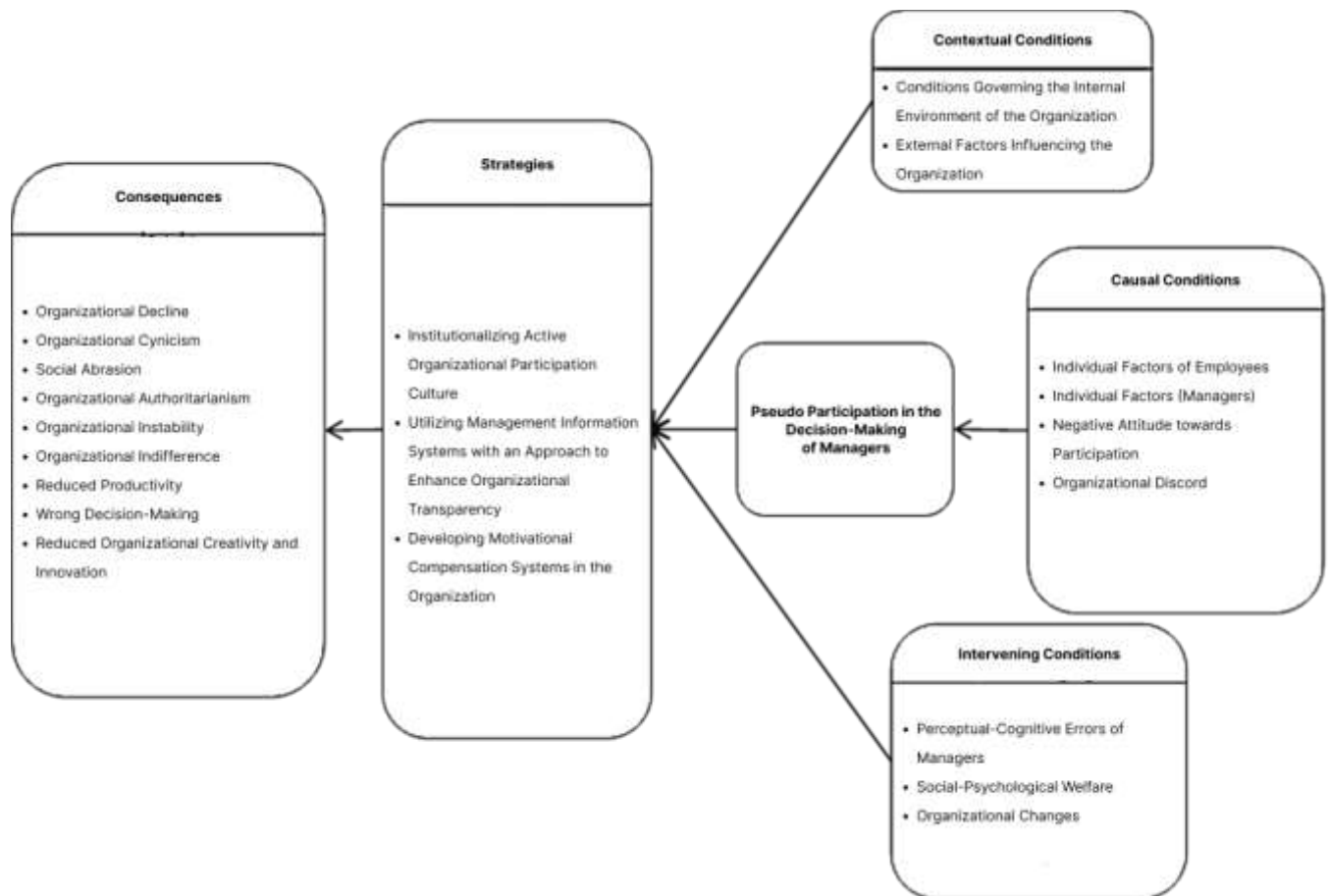
Figure 1. Paradigmatic Model of the Research

4. Discussion and Conclusion

In this section, based on the research findings and with an emphasis on the research questions, the findings will be compared with the empirical and theoretical background. In other words, it can be said that this research had a primary objective of presenting a model for the formation of pseudo participation in the decision-making of managers in Iranian public organizations.

Consequences: The consequences consist of nine subcategories, including: 1) Organizational Decline, 2) Organizational Cynicism, 3) Social Abrasion, 4) Organizational Authoritarianism, 5) Disorder, 6) Inability in Genuine Participation, 7) Reduced Productivity, 8) Decision-Making Errors, and 9) Reduced Organizational Creativity and Innovation.

Organizational Decline: Organizations that have entered the stage of decline face various problems and issues. Organizational decline should be distinguished from environmental decline. Environmental decline relates to changes and transformations in the size or shape of consumer demand, whereas organizational decline, based on the above definitions, is more internally oriented than externally oriented. Managers' self-deception, excessive hierarchical orientation, conformity and compliance of members, collectivism, and compromise in decision-making are among the factors that play a significant role in exacerbating and perpetuating organizational decline.

Organizational Cynicism: Organizational cynicism is an attitude formed from despair, failure, and frustration, and is associated with contempt, hatred, and distrust. Essentially, cynicism refers to an employee's negative attitude towards their organization. The main belief is that the principles of honesty, justice, and integrity are sacrificed for personal interests of leadership, leading to actions based on hidden and deceptive motivations. Cynicism is a behavioral issue that has significant effects on the organization. Limiting perceptions about organizational cynicism leads to overlooking the deprivation and defects that cynical individuals feel and express about their organization. This category embodies both hidden and overt behaviors that have important organizational consequences. The behavioral components of organizational cynicism are also

related to other organizational concepts. Identifying the behavioral components and triggers of cynicism and their relationships can significantly help in reducing it within the organization. Cynicism and suspicion in the organizational environment are impactful behavioral issues. Unfortunately, this impact has many negative aspects. Cynicism causes employees to have a negative attitude towards the organization, their job, and their own beliefs, feelings, and behaviors. In many cases, organizational conflict and discord stem from cynicism, leading to organizational deviance. Given the importance of the topic, this article has attempted to elucidate organizational cynicism.

Social Abrasion: The primary efforts of organizational managers are focused on ensuring job satisfaction. Any work conducted in the field of human resources and aimed at individuals, if not entirely aligned with enhancing satisfaction, significantly relates to this subject, i.e., satisfaction. When we think about this issue, most of us logically and rationally believe that reducing dissatisfaction leads to increased satisfaction, and therefore, we are more focused on reducing dissatisfaction to automatically enhance satisfaction.

Organizational Authoritarianism: Being a good manager or leader is of great importance for everyone involved in management. A synonym for authoritarianism is autocracy, meaning that one person possesses all the necessary authorities to make decisions for a group of other individuals. This style is not actually a popular or favored style for several reasons, but it can be used as a situational management style. Assessing dictatorship in this management style is not entirely incorrect because the management and leadership style of a group of similar individuals is similar. One of the greatest advantages of this method is that since most important decisions are made by one person, there is less confusion in the execution processes, and decisions are made more quickly and effectively. The disadvantages of this style outweigh its advantages because mandatory work instructions are often imposed on employees, leading to their lack of necessary satisfaction and, consequently, a lack of respect for their manager.

Reduced Productivity: Many managers are dissatisfied with their organization's productivity but, instead of identifying the root cause, merely seek ways to increase profitability. They increase the volume of input resources such as labor or organizational tasks without considering the factors that influence the increase in human resource productivity, expecting to achieve better outputs without establishing the right strategy or implementing changes. However, organizational productivity depends on multiple factors and improves with the enhancement of human resource productivity. By increasing the level of organizational productivity, more profits can be earned without adding more employees, leading to success in competitive markets. Therefore, all managers should know how to measure their organizational productivity and use the obtained data to remove barriers to progress and increase organizational productivity.

Decision-Making Errors: Undoubtedly, the decision-making process depends on the availability of necessary and sufficient information. The more complete, new, and up-to-date this information is, the greater the possibility of making correct and appropriate decisions. Thus, the critical and fate-determining role of decision-making in human life cannot be denied. Successful individuals in their lives are those who, with sufficient information about various dimensions of the issue at hand, possess the strength and skill to make correct and timely decisions. Among these, the role of managers in organizational decision-making should not be denied because their decision-making is inevitably closely related to economic, technical, administrative, social, political, and cultural issues at both micro and macro levels. Therefore, their role in the decision-making process is highly sensitive and critical.

Reduced Organizational Creativity and Innovation: Today, creativity is recognized as the key to survival and success for individuals and organizations. Rapid global changes in science and technology, industry, management, and overall values and criteria have prompted many of the world's successful organizations and companies to direct their goals, orientations, and interests towards leveraging creativity. Hence, the role of creativity and innovation in the organization is undeniable. In other words, today's organizations must be dynamic, and their managers and employees must be creative and innovative individuals to align the organization with these changes and meet societal needs.

In this research, considering the research objective, only a portion of the variables that can be examined in relation to pseudo participation within the environmental scope of the study have been investigated, and it does not encompass all possible conditions and existing global factors.

In qualitative research, achieving precise results requires motivated and knowledgeable individuals in this field. However, due to the lack of motivation to collaborate and

dedicate time for interviews, such individuals are rarely found, as many experts who could provide good analyses avoid discussions and interviews.

It is recommended to identify and discover processes that may lead to the formation of pseudo participation in the decision-making of managers in public organizations and create problems.

The community and culture, the level of acceptance of managers among the public and private companies, the policies of public organizations, and the culture and its impacts on strategies should be examined more comprehensively.

Given the importance of the phenomenon of pseudo participation in managers' decision-making, focusing on it and examining the perceptions of experts and opinion leaders regarding this phenomenon seems to require future qualitative research with other approaches.

According to the findings of this research, the most important strategy towards achieving the research objectives is the institutionalization of an organizational participation culture. Therefore, it is recommended that to institutionalize an organizational participation culture in public organizations, experts from each sector be identified and, using their experiences, the best strategies for implementing organizational participation be prioritized. In this regard, holding brainstorming sessions and using idea rating can help discover the best ideas.

Authors' Contributions

Authors equally contributed to this article.

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Declaration of Interest

The authors report no conflict of interest.

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Ethical Considerations

All procedures performed in this study were under the ethical standards.

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