



Consequences of Pseudo(false) -Participation in Decision-Making by Managers of Iranian Public Organizations

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Abstract

False participation in decision-making is a phenomenon that clearly indicates dissatisfaction, inefficiencies, and conflicts in organizations. This fact is especially important in government organizations that have a major responsibility for implementing public services. This research has addressed the conceptual model of false participation in decision-making of managers of Iranian government organizations. The research method is qualitative and based on theme analysis. Semi-structured interviews were used to collect data. The statistical population of this study consisted of experts and experts in the field of human resource management and organizational behavior who could provide valuable information to the researcher. Sampling was carried out using a theoretical method and using purposeful (judgmental) and snowball (chain) techniques, based on which 11 interviews were conducted with experts from government organizations. The results of analyzing the data obtained from the interviews through an open, axial and selective coding process and using Maxqda 2018 software to create a model of the consequences of false participation in managers' decision-making based on thematic analysis, including 49 open codes, 9 concepts and 1 category were extracted. Which includes organizational decline, organizational pessimism, social attrition, organizational tyranny, disorder, inability to participate in non-false, reduced productivity, errors in decisions and reduced organizational creativity and innovation. False participation causes executive decisions in government organizations to be made under the influence of certain interests, instead of based on the opinions and real participation of individuals and groups of stakeholders. This phenomenon not only reduces the effectiveness of decisions and their implementation, but also causes dissatisfaction and disappointment among organizational individuals and society. Originality or value of the article: This article is the first article that has been conducted regarding false participation, especially in government organizations in Iran.

Keywords: *Consequences of participation in decision-making, false participation, decision-making by managers*

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1. Introduction

The phenomenon of pseudo-participation represents a type of managerial attitude wherein managers, despite explicitly declaring their belief in and promoting the voluntary expression of opinions and views within the organization, disregard others and give no credence to their perspectives when making key, impactful decisions [1].

Pseudo-participation is also a recognized term within management studies. A comparable phenomenon in social contexts has been termed "tokenism," where the purpose of participation is merely to involve a minority representative to project an image of social inclusion [2].

Selecting the appropriate type and method of decision-making constitutes one of the most crucial skills for managers in making effective decisions. A manager's decision-making style reflects the habitual pattern they employ in their decision-making process; in other words, a manager's decision-making style represents their personal approach to perceiving and reacting to their decision-making responsibilities [3].

Allahyari (2017), in their research, concluded that, unfortunately, in the majority of governmental organizations and institutions in Iran, decisions are not made with proper consultation, and in some organizations, consultants conflate the act of consulting with personal gain. To address organizational issues, including unprofessional managerial decisions, the application of scientific principles is essential. However, research findings indicate that alternative solutions are not optimally utilized within organizations [4].

Consequently, the decision-making process in organizations frequently encounters significant challenges. Certain decisions made by some managers at all organizational levels, due to a lack of maturity, especially by individuals appointed through personal connections rather than merit, have inflicted substantial economic or psychological damage upon society, the detrimental effects of which may persist for years within organizations if ineffective managers remain in their positions. Beyond the quality of management, another differentiating factor among organizations is the degree of synergy and participation of various organizational members in decision-making and decision-making processes [5].

Wagner (1994) and Moody (2011) define participation as the balanced involvement of managers and subordinates in decision-making and activities aimed at problem-solving [6].

Participation in decision-making, viewed as a human-centric approach, is often employed by managers as a suitable means to motivate increased employee performance. Within this process, managers and employees become partners and collaborators in organizational decision-making [7].

Today, considering the evolving environmental conditions and the specialized expertise required for task completion, traditional decision-making structures within organizations have fundamentally transformed and been influenced by these changes. The prevailing competitive landscape has propelled organizations toward adopting new structures and flexible strategies. Competition necessitates high levels of creativity, and organizations must establish the necessary conditions for appropriate changes by raising employee awareness regarding the significance of their role within the organization, providing the necessary platforms for employee participation in various decision-making processes, and leveraging their capabilities (Laire, 2019). The presence of personal or group interests can potentially influence organizational participation. Power factions within organizations, seeking to maintain their powerful positions, may disregard organizational interests and steer decisions toward their own benefits through their recommendations and opinions [1].

Managers of governmental organizations are often individuals who face numerous and diverse stressful stimuli during their service, considering the environment and conditions of the organizations, in order to make optimal participatory decisions. The most important and main stressful stimuli identified in this regard include: encountering various issues and problems within the organization, lack of sufficient trust between management levels and organizational employees, lack of necessary communication between organizational departments [7], making isolated decisions within organizations, the existence and expression of some dissatisfaction by clients, creating coordination in executive affairs between middle managers and employees, setting frameworks and job duties for employees, encountering unforeseen issues in the organization, etc. [8].

These stressful stimuli disrupt organizational order and balance, which can constantly cause significant pressure on managers, and the detrimental effects and consequences of these tensions on managers can significantly reduce the levels of organizational success and work progress, and ultimately lead to a decrease in their work efficiency and productivity [9].

As a rule, the accumulation of the mentioned factors and components in any organization, with their negative and interfering effects, can lead to unscientific and incorrect decision-making by managers. One of the manifestations and aspects of this issue in organizations can be the formation of a phenomenon called "false participation." Basically, the phenomenon of false participation is a type of management attitude in which managers, despite declaring their belief in the voluntary expression of opinions and views within the organization and promoting such an approach, disregard others and do not pay attention to their opinions and views in making key, important, and impactful decisions [6].

These managers generally make decisions within the organization under their control and, through this, implement a form of direct guidance of other organizational components, which ultimately leads to the formation of the "false participation" phenomenon [10].

The lack of strong management in the organization causes managers not to have the courage to choose a superior option among the available options in decision-making. Unfortunately, today, managers of governmental organizations, by breaking down a decision into smaller decisions, practically abandon the original decision and become preoccupied with other choices. Managers generally forget that not making a decision is itself a type of decision [6].

In false participation, individuals make insincere requests to enter management discussions, which create the illusion of participation in the organization and among employees, and if these opinions are used, they may lead to wrong decisions [11], or if managers realize their falseness, they may sacrifice other people [8] and disregard other useful opinions and angrily dismiss them (Asadi & Rahimi, 2018) and make completely individual and unilateral decisions [12].

Due to the unfavorable feedback from employees about 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 false participation. As a result, false participation can weaken organizational decision-making.

Harvi and Brown stated that the most important consequence of employee participation in organizations is the transfer of power to employees. The transfer of power is based on the belief that employees need the organization as

much as the organization needs employees, and that managers consider employees as the most valuable asset and capital in the organization [13]. The consequences included poor management, inconsistent training, employee burnout, high labor turnover, and sub-optimal performance. The results indicate that poor managerial coordination and the lack of a dedicated human resources function undermine effective people management. In such circumstances, strong forms of employee participation fail to deliver the anticipated outcomes of equality and efficiency. Small organizations require dedicated human resource policies and support to ensure the effectiveness of employee engagement and participation. The findings demonstrate how employee engagement and participation can be overturned by inadequate human resource processes, adding qualitative evidence to support "bundles" theories of human resources in high-involvement work practices. This research also contributes to the under-researched area of HRM in small NFPs.

Based on existing theoretical foundations regarding the issue of "false participation in managerial decision-making," this research has been undertaken as a university study entitled "Determining the Formation Pattern of False Participation in Decision-Making by Managers of Governmental Organizations." This research endeavors to draw the attention of managers in governmental organizations to the core issue: understanding how false participation processes form in their decision-making. By identifying the components that create false participation within organizations, the aim is to significantly reduce the prevalence of such decision-making practices by managers. Furthermore, by developing necessary solutions and programs to address this issue, the research seeks to improve managerial performance in decision-making and, ultimately, enhance organizational efficiency. This research aims to answer the key question: What is the pattern of false participation formation in decision-making by managers in Iranian governmental organizations?

Addressing the topic of participation is crucial due to the necessity of sound decision-making within organizations. The novel and impactful topic of "false participation" will be explored in this research. Reviewing previous studies reveals a lack of comprehensive, long-term, and extensive scientific research on decision-making and false participation by managers, particularly within higher-level national institutions responsible for identifying managerial challenges and obstacles in governmental organizations. Therefore, this research, as a university study, attempts to

examine a new perspective on this topic based on management science criteria. This research is significant because no prior study with this specific title has been conducted in Iran, and international literature on organizational participation does not explicitly address this issue. Another point highlighting the importance and necessity of this research is its potential to deepen managers' existing understanding of false participation in decision-making and how these processes develop. The scientific and academic nature of this work will enable managers of various governmental institutions and organizations across the country to significantly expand their knowledge, insights, and skills related to false participation, both in its objective and subjective aspects.

2. Theoretical Foundations and Research Background

Decision-making participation, in its human aspect, is often used by managers as an appropriate strategy to motivate and increase employee efficiency. In this process, managers and employees become partners and collaborators in organizational decision-making [7].

False participation in organizations refers to a situation where individuals or groups appear to be involved and participating in organizational activities or decision-making, but in reality, they neither influence decisions nor genuinely participate. This situation is often identified as a serious problem for managers and organizations in human resource management and employee engagement.

Factors that can lead to false participation in organizations include: 1. Lack of trust in the organization: If employees do not trust the organization and its management, false participation may occur. They may feel that the input they provide has no impact on the actual decisions being made. False participation in an organization is also known as organizational fraud and refers to actions in which organizations operate illegally or fraudulently. These actions are usually aimed at obtaining illegal benefits, excessive profiteering, fraud in financial reports and statements, fraud in resource management, or fraud against customers and the market. False participation in an organization can have very negative effects on public trust, organizations, and the economy. Therefore, combating these behaviors and establishing effective systems and laws to prevent and detect false participation in organizations is crucial.

Gholipoursoteh and Hatami (2022) found that the lack of employee participation in organizations can cause real damage to organizational productivity and profitability, and

low employee engagement remains a persistent problem for organizations of all sizes worldwide [8]. Khorram Del's research findings (2021) showed that among the components of knowledge management, the components of knowledge creation, knowledge transfer, and knowledge acquisition have a significant relationship with empowerment, and there is no significant relationship between information technology components and empowerment [14]. Grund and Titz (2022) found in a study that employee participation in further training and company support for further training are both positively related to emotional commitment [15]. Uribetxebarria et al. (2021) showed in a study that there is a significant relationship between any form of participation and employee well-being. Interestingly, a significant and negative relationship was revealed for the relationship between employee decision-making participation and labor productivity. No statistical relationship was found between financial participation 2 methods and organizational performance [3].

Palacin et al. (2020) in an article entitled "Designing False Participation" showed that participation is key to building a fair, realistic, and democratic future. However, the lack of authority in decision-making and agenda setting is a growing phenomenon in the design of digital public services [2]. Lu and Pan (2019) found that information sharing behaviors, information seeking behaviors, and public use behaviors during working hours moderate the relationship between ESM use and job performance. The findings have valuable managerial implications for the use of ESM. Yan et al. (2018) found that, furthermore, ideas that are presented and promoted by employees are more likely to be implemented than ideas that are presented and only promoted by product users. We discuss the important implications of our study for the online innovation community literature and for the development of overall employee 3 participation in OUICs.

3. Methodology

This study is a fundamental study in terms of data analysis methods. In this study, the thematic analysis research approach has been used. The main method of data collection in this approach is the use of various types of interviews, and by analyzing and coding the interview texts, a paradigmatic model is presented. In terms of data collection strategy, this study is a field study. In terms of overall objective, this study is descriptive-exploratory. The exploration process in this study is based on expert opinions.

Finally, the data collection tools and methods in this study are based on semi-structured interviews. The overall objective of this research is to investigate the consequences of false participation in decision-making by managers of Iranian government organizations from the perspective of

experts. To achieve this objective, the following questions were posed: What are the consequences of false participation in decision-making by managers of Iranian government organizations?

Table 1. Characteristics of the Present Study

Characteristics of the Present Study	Research Layers
Basic/Fundamental	Research Orientation
Thematic Analysis	Research Method
Interpretive	Research Philosophy
Inductive	Research Approach
Exploratory	Research Objective
Cross-sectional/ One-time	Time Horizon
Identifying components through interviews, theoretical foundations, and their analysis; reviewing documents and records"	Data Collection Method/Technique

The statistical population of this research consisted of experts and specialists in the field of human resource management and organizational behavior who could provide valuable information to the researcher. Sampling in this research was conducted purposefully.

In the qualitative section, the statistical sample will be advanced to some extent based on the snowball sampling technique until data saturation is reached.

The snowball technique is used when the researcher attempts to achieve a specific community and consensus in data collection, and this process continues until saturation is reached. Therefore, the snowball technique will provide a general overview and complete insight regarding data aggregation and sharing. The statistical sample in the qualitative section of the research consisted of 6 experts from the academic field and 5 experts from governmental organizations, totaling 11 individuals.

In this research, in the data collection phase, the interviews were initially transcribed verbatim and entered into MaxQda18 software. Then, a large number of open codes were identified. By reading and reflecting on the initial

codes, those that were conceptually closely related were combined to form similar concepts (axial codes), and the axial codes formed the selective codes

The data analysis of this research was conducted in stages: open coding, axial codinggovernmental organizations based on Strauss and Corbin's guidelines (2011). This method includes three maing, and selective coding. Finally, the qualitative model theory of the research is presented. Consequences: Some categories represent the results and consequences that arise as a result of adopting the strategies. This coding method, known as the axial coding paradigm model, was presented by Strauss and Corbin. It is called "axial" because the coding is performed around the axis of a category.

4. Findings and Results

Based on the conducted coding, the consequences of pseudo-participation in managers' decision-making are included in [Table 2](#).

Table 2. Results of Open, Axial, and Selective Coding (Source: Present Research Findings)

Codes	Code Name	Sub-Category	Main Category
D71	Lack of Organizational Progress	Organizational	Consequences
D72	Ineffectiveness of Organizational Meetings	Decline	

D73	Emergence of Inefficient Organization	
D74	Endangering the Survival and Continuity of the Organization	
D75	Reduced Work Quality	
D76		
D77		
E11	Increased Organizational Lack of Transparency	Organizational Pessimism
E12	Employee Disappointment	
E13	Employee Frustration	
E14	Reduced Employee Self-Esteem	
E15	Strengthening Negative Self-Confidence Among Employees	
E16	Employee Deviant Behaviors	
E17	Increased Employee Mistrust	
E18	Damaged Human Dignity	
E21	Reduced Loyalty	Social Attrition (Ineffective Relationships Between Manager and Employees
E22	Reduced Organizational Commitment	
E23	Job Dissatisfaction	
E24	Increased Organizational Injustice and Consequently Social Capital Waste in the Organization	
E25	Unhealthy Competition	
E31	Dominance of Authoritarian Management System	Organizational Autocracy
E32	Organizational Silence	
E41	Organizational Chaos/Disorder	Organizational Instability
E42	Employee Turnover	
E43	Absence and Tardiness at Work	
E44	Violation of Organizational Rule of Law	
E45	Organizational Friction	
E46	Increased Intra-Organizational Conflict	
E47	Emergence of Resistance Groups Against the Manager in the Organization	
E51	Toxic Organizational Atmosphere	Organizational Indifference
E52	Lack of Cooperation Among Organization Employees	
E53	Lack of Accountability	
E54	Lack of Collective Wisdom Utilization	
E55	Inability of Employees to Properly Cooperate with the Manager to Achieve Plans and Goals	
E56	Reduced Sharing of Knowledge and Information Throughout the Organization	
E57	Weakening of the Organization's Suggestion System	
E58	Implementation of Plans and Programs Contrary to Wants and Expectations	
E61	Reduced Desire for Positive Changes	Reduced productivity
E62	Failure to Provide Desirable Services by the Organization	
E63	Reduced Effectiveness	
E64	Weakening of Organizational Performance	
E65	Waste of Organizational Resources	
E66	Failure to Provide a Suitable Solution for Progress	
E71	Lack of Full Knowledge of Issues for Decision-Making	
E72	Inefficiency in Effective Decisions to Address Agenda Items	Incorrect Decision- Making
E73	Reduced Quality of Organizational Decisions	
E74	Decision-Making Based on Insufficient Information by Managers	
E81	Elimination and Rejection of Elites and Capable Human Resources in the Organizational Decision-Making Process	Reduced Organizational Creativity and Innovation
E82	Reduction of Creative and Innovative Organizational Activities	
E83	Inability of the Organization to Identify Critical Issues and Problems	
E84	Refusal to Learn New Ways of Doing Work and Job Duties	

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

Codes	Sub-Category
Lack of organizational progress	Organizational Decline
Ineffectiveness of organizational meetings	
Emergence of an inefficient organization	
Jeopardizing the organization's survival and continuity	

Decline in work quality	
Increased organizational opacity	Organizational Pessimism
Employee discouragement	
Employee frustration	
Decreased employee self-esteem	
Reinforcement of negative self-confidence among employees	
Employee deviant behaviors	
Increased employee distrust	
Damage to human dignity	
Decreased loyalty	Social Attrition
Decreased organizational commitment	
Job dissatisfaction	
Increased organizational injustice and consequent social capital depletion in the organization	
Unhealthy competition	
Dominance of an authoritarian management system	Organizational Autocracy
Organizational silence	
Organizational chaos	Organizational Instability
Employee turnover	
Absence and tardiness	
Violation of organizational rule of law	
Organizational friction	
Increased intra-organizational conflict	
Emergence of resistance groups against the manager in the organization	
Toxic organizational climate	Organizational Indifference
Lack of cooperation among organizational employees	
Lack of accountability	
Lack of utilization of collective wisdom	
Inability of employees to properly cooperate with the manager to achieve plans and goal	
Reduced sharing of knowledge and information throughout the organization	
Weakening of the organization's suggestion system	
Implementation of plans and programs against desires and expectations	
Decreased desire for positive changes	Decreased Productivity
Failure of the organization to provide satisfactory services	
Decreased effectiveness	
Weakened organizational performance	
Waste of organizational resources	
Failure to provide appropriate solutions for progress	
Lack of full understanding of issues for decision-making	Making Incorrect Decisions
Inefficiency in effective decisions to address agenda items	
Decreased quality of organizational decisions	
Decision-making based on insufficient information by managers	
Elimination and rejection of elites and capable human resources in the organizational decision-making process	Decreased Organizational Creativity and Innovation
Reduction of creative and innovative organizational activities	
Organization's inability to identify critical damages and issues	
Refusal to learn new ways of performing work and job duties	

Organizational Decline: Lack of organizational progress, failure to achieve organizational goals, emergence of an inefficient organization, jeopardizing the survival and continuity of the organization, decline in work quality, increased organizational injustice, and consequently, social capital wastage within the organization and increased organizational opacity/lack of transparency. **Organizational Pessimism:** Discouragement of employees, frustration of employees, decreased employee self-esteem, reinforcement of negative self-confidence among employees, deviant employee behaviors, increased employee distrust, damage to human dignity, employees' sense of lack of identity,

diminished intellectual capacity and negation of employees, and feelings of job alienation.

Dissatisfaction: Decreased loyalty, decreased organizational commitment, customer dissatisfaction, job dissatisfaction, jeopardizing the interests of clients/customers, jeopardizing social welfare, and dissatisfaction with management.

Organizational Autocracy/Despotism: Organizational silence and dominance of an authoritarian management system.

Disorder/Chaos: Organizational chaos, employee turnover/resignation, absence and tardiness at work,

violation of organizational rule of law, organizational friction/conflict, fierce and unhealthy competition, increased inter-organizational conflict, emergence of resistance groups against the manager within the organization, lack of accountability, and organizational counterproductive work behaviors/anti-citizenship behaviors.

Inability to Engage in Genuine/Authentic Participation: Damage to the atmosphere of meetings, lack of cooperation among organizational employees, failure to utilize collective wisdom, inability of employees to effectively collaborate with the manager to achieve plans and goals, reduced knowledge and information sharing throughout the organization, weakening of the organizational suggestion system, and implementation of plans and programs against the wishes and expectations. **Decreased Productivity:** Reduced desire for positive change, failure to provide satisfactory services by the organization, decreased

effectiveness, weakened organizational performance, waste of organizational resources, creating a distance between employee and manager, and lack of appropriate solutions for progress. **Errors in Decisions:** Lack of complete understanding of issues for decision-making, inefficiency in effective decisions to address agenda items, decline in the quality of organizational decisions, and decision-making based on insufficient information by managers. **Reduced Organizational Creativity and Innovation:** Elimination and rejection of elites and capable human resources in the organizational decision-making process, rejection of organizational elites, inability of the organization to identify critical issues and problems, and refusal to learn/train.

Measurement Model of Outcomes: "In [Figure 1](#), the outer model of the causal conditions factor is shown; also, in the table that follows, the validity and reliability of the variables and factor loadings are presented."



Figure 1. Measurement model output of consequences(source:Present Research Findings)

Table 4. Goodness-of-Fit Indices (validity and Reliability) of consequences(source:Present Research Findings)

Convergent Validity (>0/5)	Composite Reliability (>0/7)	Cronbach's Alpha (>0/7)	Component	Factor Loading (>0/6)	Code	Ranking
0/617	0/847	0/714	Organizational Decline	0/909 0/854 0/930 0/928 0/823	E11 E12 E13 E14 E15	3
0/635	0/905	0/734	Organizational Pessimism	0/888	E21	2

				0/840	E21	
				0/883	E22	
				0/956	E23	
				0/939	E24	
				0/891	E25	
				0/883	E26	
				0/847	E27	
				0/897	E28	
0/651	0/847	0/728	Social Attrition (Ineffective manager- employee relationships)	0/841	E31	1
				0/863	E32	
				0/820	E33	
				0/741	E34	
				0/778	E35	
0/637	0/885	0/720	Organizational Autocracy/Despotism	0/952	E41	5
				0/941	E42	
0/611	0851	0/789	Organizational Instability/Chaos	0/893	E51	7
				0/854	E52	
				0/893	E53	
				0/883	E54	
				0/875	E55	
				0/879	E56	
				0/859	E57	
0/618	0/893	0/791	Organizational Indifference/Apathy	0/876	E61	6
				0/845	E62	
				0/799	E63	
				0/856	E64	
				0/756	E65	
				0/789	E66	
				0/886	E67	
				0/889	E68	
0/641	0/951	0/813	Decreased Productivity	0/819	E71	
				0/874	E72	
				0/783	E73	
				0/863	E74	
				0/854	E75	
				0/881	E76	
0/521	0/798	0/721	Making Incorrect Decisions	0/915	E81	3
				0/935	E82	
				0/867	E83	
				0/931	E84	
0/566	0/841	0/755	Reduced Organizational Creativity and Innovation	0/846	E91	4
				0/887	E92	
				0/786	E93	

5. Discussion and Conclusion

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

The consequence factors themselves consist of nine sub-categories: 1- Organizational Decline, 2- Organizational Pessimism, 3- Social Attrition/Erosion, 4- Organizational Autocracy/Despotism, 5- Disorder/Chaos, 6- Inability to

Engage in Genuine Participation, 7- Decreased Productivity, 8- Errors in Decisions, 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 in the size or shape of consumer demand, while organizational decline, based on the above definitions, has a more internal focus than external. Self-deception of organizational managers, excessive hierarchical orientation, conformity and obedience of members, collectivism, and compromise in decision-making are among the factors that

play a significant role in exacerbating and perpetuating organizational decline. **Organizational Pessimism:** Organizational pessimism is an attitude formed from despair, failure, and frustration, and is associated with contempt, hatred, and distrust. In fact, pessimism refers to an employee's negative attitude toward their organization. The core belief is that the principles of honesty, fairness, and integrity are sacrificed for the personal interests of leadership, leading to actions based on hidden motives and deception. Pessimism is one of the behavioral issues that has significant effects on the organization.

Limiting perceptions about organizational pessimism leads to overlooking the deprivations and disadvantages that pessimistic individuals feel and express about their organization. This category embodies covert and overt behaviors that have important organizational consequences. The behavioral components of organizational pessimism are also related to other organizational concepts. Finding the behavioral components and drivers of pessimism and the relationships between them can greatly help reduce it in the organization. Pessimism and suspicion in the organizational environment is one of the influential behavioral issues. Unfortunately, this influence has many negative aspects. Pessimism causes employees to have a negative attitude toward their organization, job, and their own beliefs, feelings, and behaviors. In many cases, organizational conflict and organizational contradiction are rooted in pessimism and lead to organizational anomaly/dysfunction. Given the importance of the topic, this article has attempted to explain organizational pessimism.

Social Attrition/Erosion: The main endeavor of organizational managers is to ensure job satisfaction. Whatever is done in the field of human resources and related to individuals, if not all of it is aimed at improving satisfaction, a large part of it is related to this issue, namely satisfaction. When we think about this issue, most of us logically and rationally think that reducing dissatisfaction leads to increased satisfaction, and based on this, we are more focused on reducing dissatisfaction so that satisfaction automatically increases.

Organizational Autocracy/Despotism: Being a good manager or leader is very important for all those who are involved in management in some way. A synonym for autocratic is authoritarianism, meaning that one person has all the necessary authority to make decisions for a group of other people. This style is not a popular and favored style for several reasons, but it can be used as a situational management style. Assessing dictatorship in this type of

management style is not so wrong because the way of managing and leading a group of people is similar. One of the biggest advantages of this method is that since most important decisions are made by one person, there is less confusion in the implementation processes, and on the other hand, faster and more effective decisions are made.

The disadvantages of this style outweigh its advantages due to the mandatory and succeeded in competitive markets. Therefore, all managers must know how to measure their organizational productivity and use the obtained data to remove obstacles to progress and increase organizational productivity.

Errors in Decisions: Undoubtedly, the decision-making process depends on the availability of necessary and sufficient information. The more complete, newer, and up-to-date this information is, the greater the possibility of making correct and timely decisions. Therefore, the sensitive and crucial role of decision-making in human life cannot be denied. Successful people throughout their lives have been those who, by having sufficient information about the various dimensions of the issue at hand, have possessed the power and skill of correct and timely decision-making. Meanwhile, the role of managers' decision-making in organizations should not be denied, because their decisions are inevitably closely related to economic, technical, administrative, social, political, and cultural issues at micro and macro levels. Therefore, their role in the decision-making process is more sensitive and critical.

Reduced Organizational Creativity and Innovation: Today, creativity is recognized as the key to survival and the key to success for individuals and organizations. Rapid global developments in science and technology, industry, management, and in general, values and criteria, have prompted many successful organizations and companies in the world to direct their goals, orientations, and interests towards the application of creativity. Therefore, the role of creativity and innovation in the organization is undeniable. In other words, today's organizations, in order to survive, must be dynamic, and their managers and employees must be creative and innovative individuals so that they can adapt the organization to these changes and meet the needs of society.

Limitations and Suggestions for Future Research: In this research, according to the research objective, only a part of the variables that could be examined in relation to pseudo-participation within the research's environmental scope have been investigated, and it does not cover all possible conditions and existing global factors. In qualitative

research, achieving accurate results requires motivated and expert individuals in this field, which is less common due to a lack of motivation for them to fully cooperate and dedicate time to interviews. This is because many experts who can provide good analyses refuse to participate in discussions and interviews. It is suggested that the trends that may lead to the formation of pseudo-participation in the decision-making of managers of government organizations and create problems be discovered and identified. Community and culture, the level of managers' acceptance among people and private companies, the policies of government organizations, and culture and its effects on strategies should be examined in more detail. Given the importance of the phenomenon of pseudo-participation in managers' decision-making, focusing on it and examining the perceptions of experts and specialists on this phenomenon seems to require future qualitative research with other approaches. According to the findings of this research, the most important strategy to achieve the research objectives is to institutionalize the culture of organizational participation. Therefore, it is suggested that in order to institutionalize the culture of organizational participation in government organizations, the experts of each sector should be identified and, using their experiences, the best strategies for implementing organizational participation should be put on the agenda. Therefore, in this regard, the best ideas can be discovered by holding brainstorming sessions and using brainstorming and scoring each idea. This translation aims for accuracy and uses appropriate terminology for management and organizational science contexts.

Authors' Contributions

Authors equally contributed to this article.

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Declaration of Interest

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Ethical Considerations

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

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