

The Relationship between Quantum Management and Work Engagement and Organizational Development among Employees of Saipa Agencies in Golestan Province

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Abstract: This study aims to investigate the relationship between quantum management and work engagement and organizational development among employees of Saipa agencies in Golestan province. The statistical population consisted of 210 employees of Saipa agencies in Golestan province that randomly 132 persons participated in the research, according to Morgan table. The independent variable is quantum management, and the dependent variables are work engagement and organizational development. A questionnaire was used to collect data. Pearson correlation and regression were used to analyze the data. The findings showed that there is a positive and significant relationship between quantum management and work engagement and organizational development.

Keywords: Organizational Development, Organizational Performance, Evaluation, Human Resources

Introduction

Today's organizations are trying to get better than competitors in terms of rapid and increasing developments. In order for organizations to achieve their goals, they must consider many factors. The problem that has attracted most of the attention of organizations is human resource management, which forms the basis of the real capital of an organization, and by this vital factor, the organization is present. The point that should be considered in human resources (employees) of the organization is the issue of empowering, which has been considered as the empowerment of employees by experts in human resource management. Employees have a lot of latent talent, motivation, and power, and the use of all these latent and potential forces, of course, with the strategy of empowerment, will cause the organization to step in the path of growth and development and not paying attention to it will divert the organization from the path of progress. Management scientists believe that managers in the 21st century should use new management methods to increase the capability of employees. Quantum management is one of these types of management. Quantum means that all parts of the universe, including humans, are dynamic, knowledgeable and related beings, and quantum management is the empowerment of employees. Quantum management is an approach to improve the capabilities and effectiveness of managers, especially employees. Therefore, the purpose of quantum management is to increase the effectiveness and power of managers and employees of the organization. Strategies used for quantum management include forming autonomous groups, providing extensive feedback to managers and

employees that prevent costly errors for the organization (Shelton, 2011). The result of quantum management is the ability to increase motivation and work engagement in employees in order to maintain agility in the organization. Quantum management is an approach to improve the capabilities, and effectiveness of managers, especially employees. Therefore, the purpose of quantum management is to increase the effectiveness and increase the motivation and work engagement of managers and employees of the organization (Darling, 2008).

Motivation is one of the most important tools in inducing employees to achieve an effective and efficient outcome, creating a positive working environment and successfully implementing anticipated programs (Schmidt & Newman, 2000). Motivation is one of the psychological characteristics that is related to the degree or level of commitment of the person. Motivation includes factors that cause human behavior and determine the path of behavior (Vali and ravangard, 2009). Motivated HR skills is the most important factor of productivity for performing tasks (Kazemzadeh and baradarab Hashemi, 2010). Self-motivation has a positive relationship with desirable individual and organizational outcomes such as effective job performance, job satisfaction and wanting to stay in the job. People with higher self-determination work engagement are less likely to be involved in organizational conflicts than those with controlled motivation (DESI and Rine, 2000). Parker, Jimmyson and Amyote (2010) found that people who are at a high level in terms of self-motivation feel more in control and a higher work engagement than their work. In contrast to people who are at a low level in terms of self-determination, they are more expensive in roles and occupations and have more physical complaints. In a way, it can be said that these people experience more job stress in their work.

On the other hand, in the past few decades, dynamic movements have emerged in the realm of management, each of which has contributed to the increase in the knowledge and insight of managers. The organizational development movement was founded in the second half of the twentieth century and has grown considerably in the present decade. This movement is based on assumptions that are perfectly compatible with high human values. The development of the organization is in fact recognition of human value in great organizational efforts. Organizational development means providing the growth and growth of organizations through the development of people who use the organization as the most precious capital. Organizational development theory is a very complex behavioral theory that refers to behavior change at the organization level (Cho and Chow, 2015). Organizational development, which is a result of the importance of human relations in the organization, emphasizes on values such as human development and flourishing, fair behavior in the organization, openness and transparency in the workplace, respect for employee selection and balance of responsibility with discretion. Organizational development on the common value base of the 1960s, which was founded on the movement of human relations in general and sensitivity training in particular, has always acted in the form of humanitarian and ethical compassion for people. Therefore, organizational development should be considered more. Therefore, the present study sought to answer the question of whether there is a relationship between quantum management and work engagement and organizational development in employees of Saipa agencies in Golestan province.

Methodology

The research method was descriptive-correlational. Statistical population Was all employees of Saipa agencies in Golestan province that were 210 people and based on Morgan table randomly 132 persons in the company were selected. independent variable was quantum management and dependent variables were work engagement and organizational development. In the study phase, after providing preliminary explanations about the measurement tools and the purpose of the test, the response to the tests for the participants was described in detail. Regarding ethical considerations after obtaining consent from individuals and giving them the necessary information, they were assured that the information received will only be used in this study and that any abuse will be protected. To measure the research variables, the following questionnaires were used .

Quantum Management Questionnaire: This questionnaire was prepared by the researcher and has 21 questions in the form of a closed answer with Likert five point scale ((1) Strongly disagree; (2) Disagree; (3) Neither agree nor disagree; (4) Agree; (5) Strongly agree) and their scores are 1-2-3-4-5, respectively. This questionnaire is based on seven components of quantum seeing (ability to see purposefully), quantum thinking (ability to think in a contradictory way), quantum feeling (ability to feel alive and vivid), quantum cognition (ability to know creatively and intuitively), quantum action (ability to act responsibly), Quantum existence (ability to communicate continuously), and quantum trust (ability to trust the process of life). In this study, the overall reliability of the questionnaire was calculated by Cronbach's alpha coefficient to measure the overall reliability of the questionnaire after a preliminary study and to determine the variance of the questions.

Organizational Development Questionnaire: Spiders questionnaire (1995) is used for measurement. This questionnaire contains 30 questions that can measure six layers of openness and transparency of organization, trust, participation, internal and external feedback, nurturing and empowering and low-layer organizational structure. The

scale of responding to that is Likert's five-point scale. The reliability of this tool has been reported 0.892 in previous researches using Cronbach's alpha method (Najjarpour Ostadi and Taghizadeh, 2012).

Work engagement Questionnaire: Work engagement Questionnaire was designed by Habibi (1998) to measure work engagement among employees. This questionnaire assesses 25 questions and Work engagement of employees in three areas of personal characteristics, job nature and organizational climate, and measure Work engagement based on Likert's 5-point scale with questions such as (how long do you continue to work to achieve its results?) In his study (Ahmadi, 2015), the content and face validity of this questionnaire has been considered suitable. Cronbach's alpha coefficient calculated in the study (Ahmadi, 2015) was estimated above 0.7 for this questionnaire .

Pearson correlation and regression were used to analyze the data. In all analyses, a significant level of $p < 0.05$ was considered .

Table 1. Descriptive Statistics of Research Variables

Variable	Mean	Standard deviation	K-S Z	p
Quantum management	64.5	5.5	1.28	0.63
Work engagement	81.5	5.5	1.54	0.72
Organizational development	93.5	8.5	1.28	0.42

According to Table 2, the distribution of subjects based on gender showed that 125 subjects were male and 7 were female.

Table 2. Number and percentage of subjects based on gender

Gender	Frequency	Percentage frequency
Female	7	0.05
Male	125	0.95
Total	132	0.100

Table 3 shows the distribution rate of subjects based on the level of education according to which 20 students were diplomas, 98 were bachelor's degrees, and 14 were master's degrees .

Table 3. Number and percentage of subjects based on education level

Education	Frequency	Percentage frequency
diploma	20	0.15
Bachelor	98	0.74
Master	14	0.11
Total	132	0.100

According to table 4, the correlation coefficient of quantum management and work engagement shows that there is a significant correlation ($r=0.42$) between these two variables and also the positiveness of this coefficient indicates changes in the direction of increasing one variable with another variable. Therefore, with the increase of each unit of quantum management, job engagement variable will be increased by 42%.

Table 4. The Relationship between Quantum Management and work Engagement

Variables	Work engagement		
	Pearson correlation coefficient	Sig.	Number
Quantum management	0.42	0.000	132

Linear regression was used to predict job engagement through quantum management.

Table 5. Regression Coefficients

	Non standardized coefficients		standardized coefficients	t	Sig.
	b	Standard error	β		
Intercept	194.12	4.12	-----	22.11	0.000
	1.84	0.074	0.42	11.75	0.000

Regression equation with standard coefficients
work Engagement Y= 0.42 Quantum Management

According to the regression equation with the above standard coefficients, quantum management directly affects employees' work engagement .

According to table 6, the correlation coefficient between quantum management and organizational development shows that there is a significant correlation (r=0.54) between these two variables (P=0.000). Also, the positiveness of this coefficient indicates changes in the direction of increasing one variable with another variable. Therefore, by increasing each unit of quantum management, the organizational development variable will be increased by 54%.

Table 6. The Relationship between Quantum Management and Organizational Development

Variable	Organizational development		
Quantum management	Pearson correlation coefficient	Sig.	Number
	0.54	0.000	132

Table 7. Regression Coefficients

	Non standardized coefficients		standardized coefficients	t	Sig.
	b	Standard error	β		
Intercept	148.54	6.88	-----	22.74	0.000
	1.84	0.15	0.54	9.54	0.000

Regression equation with standard coefficients
Organizational Development Y = 0.54 Quantum Management

According to the regression equation with the above standard coefficients, quantum management has a direct effect on the organizational development of employees.

Discussion and Conclusion

Today, managers are aware that the only constant element of the equations of the present era is the change. Many leaders have known that stability in organizations is an outdated idea and that controlling and predicting something is futile. Still, to a large extent, management practices are not immune from these variable assumptions about reality.

Quantum management skills are rooted in the scientific perspective of new management, which has introduced the world as a complex, vivid and high-communication system, rather than a machine and watch system. These skills confront 21st-century leaders with a set of brain skills to manage individuals and conflict. Conflict resolution specialists in the organization and especially the development specialists of the organization need to become leaders of quantum thinking, discover their mental models and then test them with quantum skills (Dijkstra et al., 2005).

The pioneers of quantum change cannot change organizations until they have changed themselves. Revising leadership development programs in a way that encourages employees to think beyond their traditional paradigm and gain new scientific concepts and coordinate their job tasks with new science and achieve job and organizational abilities .

Organization development executives can also introduce and create new and innovative scientific approaches to conflict resolution. Team building is not always the right activity. Peace is not always desirable. Creating a little

imbalance is the characteristic and necessary for the development of the organization of the 21st century. As organization development executives and operational managers learn these skills, they transform their static and stable work environment into quantum, dynamic and flexible organizations. Organizations in an era of chaos are creatively prepared to use quantum transformational power to create a high work engagement in employees, followed by agility in the organization (Dibal, 2003).

The aim of this study was to investigate the relationship between quantum management and work engagement and organizational development among employees of Saipa agencies in Golestan province. The findings showed that there is a positive and significant relationship between quantum management and work engagement and organizational development. These findings are consistent with the results of Researches of Taghipour (2013), Aghababaei (2013), Khosro et al. (2012), Boro et al. (2013), Hop and Van In (2013), Polonka (2013), Samukads and Savoni (2012).

In this regard, Shelton and Darling (2003) emphasize that irregularities are the source of all progress. Therefore, conditions should be created so that managers can increase their knowledge about quantum trust. One of the reasons for this is the complexity after quantum skills, because the quantum seeing in particular includes the basics of quantum physics, so that the intention and intent of the psychological process in which facts are made. The intention leads managers to pay attention to certain stimula, while ignoring a large number of possible cases. A manager who is capable of quantum seeing skills models his ability to define and test assumptions and beliefs. Therefore, it is necessary to take measures to increase the knowledge of managers in this part of quantum skills .

Quantum's message is that all parts of the universe, including humans, beings or dynamic beings, are aware and connected. Quantum means moving particle with probabilistic tendencies, and that order comes from disorder, and the single cause relationships are replaced by complicated multi-cause relationships. Human concepts are highly mental and creative thinking requires the use of inspirational capabilities. Our inner discourse forms our feelings (Shelton, 2010). Using new skills (quantum skills) managers become reputable specialists and change themselves and their organization in depth. Leaders who have the courage to use these skills within organizational processes and methods will have new approaches beyond the inability to learn and create continuous learning; They will become master of change, so that they are constantly changing themselves and their organization from the inside out.

There are two elements in comprehensive leadership: management and quantum. Not every element alone is enough for the success of the organization. In comprehensive leadership, there is a balance between management and quantum. The principles of quantum mechanisms have a great emphasis on the characteristics, behavior and contingency approaches. Porter-Agridi states that quantum leadership is based on the concepts of irregularity theory (Mokhtari et al., 2008). The irregularity theory suggests that the fate of a fixed organizational structure is doomed. The leadership role in these changed organizations is to maintain a balance between tension and order, which on the one hand promotes creativity and on the other hand prevents instability. Quantum approach has good results in the current complex world, which is effective for changing the environment in the future. Creativity and knowledge are the key to the success of organizations. Staff participation has an important impact on the performance of the organization. In order to make many of the changes needed in irregularities, the leader's major role is to help employees adapt to new roles and strategies. The seven factors influencing the dominance of leaders in quantum leadership are: strengthening social relations, creating a space for creativity and innovation in society, finding powerful resources and personals, facing problems without escaping them, expanding foreign relations, encouraging purposeful learning, (Vargas, 2010). Both quantum mechanics theory and chaos theory indicate that bringing the future to the present has many limitations in the field of traditional, mechanical and psychological views. In order to change these scientific paradigm, therapists are needed to change their world view and learn new treatment skills (quantum skills) for the new millennium. The framework and structure of quantum organization is a model of mutual and fluid communication between leader and follower, an organization including trust, values, learning, spirituality, dialogue and thinking together to solve the problem (Shelton, 2010).

Conflict of interest

The authors declare no conflict of interest

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