

# **Evaluation of the role of participatory management in productivity of Iranian Tobacco Company, with the help of data envelopment analyses (DEA).**

Seyed Javad Asadi bijaeyeh\*,

The purpose of this study was assessment the role of Participatory Management in productivity of Iranian Tobacco Company with the help of data envelopment analyses (DEA) in 2016-17. Our research method was descriptive-analytic and comparative. At first Guilan Tobacco Company was ed as accessible sample statistical society among seven provinces that have agricultural , productive and distributive units of tobacco and cigarettes. There are public productive units of Iranian tobacco company (ITC) and private productive sections that have been set up by Japan tobacco industry (JTI) in Iranian tobacco company. Japan is one of the pioneers in application of participatory management. The tow sections are directed and controlled by Iranian Tobacco Company. The method of collecting data was through completing questionnaire, Correspondence, Interview with employees of different units of Guilan Tobacco Company and then 40 employees were selected as sample society by accessible method and asked to respond the questionnaires that were contented questions about important indices. Then collected data were analyzed with data envelopment analysis (DEA) method. It showed that rank scores in periods 2009-13 and after 2013 were better than before 2009 periods. Namely  $\text{rank}=1.05>1>.98$ . It is resulted, that Participatory Management, has role and impact on Productivity of Tobacco Company by mediatory variables.

**Keywords :** Participatory Performance Evaluation - Productivity - Tobacco Company

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[دانشگاه آزاد اسلامی، واحد رشت - سامانه بانک اطلاعات پایان نامه ها](#)