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PARTICIPATION LEADERSHIP AND JOB SATISFACTION FOR CREATING ORGANIZATION COMMITMENT AND INCREASING EMPLOYEE PERFORMANCE

ÖRGÜTE BAĞLILIK YARATMAK VE ÇALIŞAN PERFORMANSINI ARTIRMAK İÇİN KATILIMCI LİDERLİK VE İŞ TATMİNİ

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ABSTRACT: The purpose of this study is to look into how job satisfaction affects participatory leadership styles towards organisational commitments and performance of university staff in Gaza and Palestine. Data collection at the Palestinian Universities located in Gaza Strip through self-distribution by the researcher. Consequently, only 494 usable questionnaires, or 57%, were included in the analysis. Partial least square (PLS) software was utilised to conduct a structural equation modelling (SEM) analysis on the data. The results offer empirical support for the importance of a participative leadership style on worker performance, organizational commitment, and job satisfaction. Furthermore, the analysis indicates that there is a partial mediation effect of job satisfaction on the relationship between job satisfaction and employee performance. These results shed light on the interactions between leadership philosophies and an organization's performance and commitments, which could help companies adapt to changes occurring throughout the world.

Keywords: *Participation Leadership, Organizational Commitment, Employee Performance, Job Satisfaction.*

ÖZ: Bu çalışmanın amacı, iş tatmininin Gazze ve Filistin'deki üniversite personelinin örgütsel bağlılıklarına ve performanslarına yönelik katılımcı liderlik tarzlarını nasıl etkilediğini incelemektir. Veriler, Gazze Şeridi'nde bulunan Filistin Üniversitelerinde araştırmacı tarafından kendi kendine dağıtım yoluyla toplanmıştır. Sonuç olarak, yalnızca 494 kullanılabilir anket veya %57'si analize dahil edilmiştir. Veriler üzerinde yapısal eşitlik modellemesi (SEM) analizi yapmak için kısmi en küçük kare (PLS) yazılımı kullanılmıştır. Sonuçlar, katılımcı liderlik tarzının çalışan performansı, örgütsel bağlılık ve iş tatmini üzerindeki önemine ampirik destek sunmaktadır. Ayrıca analiz, iş tatmini ile çalışan performansı arasındaki ilişkide iş tatmininin kısmi aracılık etkisi olduğunu göstermektedir. Bu sonuçlar, liderlik felsefeleri ile bir kuruluşun performansı ve taahhütleri arasındaki etkileşimlere ışık tutarak, şirketlerin dünya genelinde meydana gelen değişikliklere uyum sağlamasına yardımcı olabilmektedir.

Anahtar Kelimeler : *Katılımcı Liderlik, Örgütsel Bağlılık, Çalışan Performansı, İş Tatmini.*

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1. INTRODUCTION

Recently, leaders in both public and private organizations have acknowledged the significance of leader behavior. As a result, these leaders have taken proactive steps to enhance employees' knowledge, abilities, and behavior in order to help the organizations fulfil their goals and visions (Ishak et al. 2018; Wijayanti et al., 2020). The kinds of leadership that are employed to further the objectives of an organization are usually determined by management theory. Consequently, study on different forms of leadership has been given priority in the human resource management profession.

The majority opinion is that leaders possess the capacity to motivate and encourage cooperation among individuals, therefore promoting the growth of the business, both internally and externally. (Booms et al. 2017; Ismail et al. 2016; Megawati et al. 2020). It is commonly employed to carry out such actions in order to accomplish the organization's objectives. According to (Booms et al. 2017), task-oriented leadership and people-oriented leadership (POL) are the two main traits that define leadership.

The ability of leaders to effectively apply a human-oriented leadership style in carrying out daily work operations will result in positive Work Outcomes (WO), specifically in the domains of Organizational Commitment (OC), Employee Performance (EP), and Job Satisfaction (JS) (Abor and Kwame 2022; Mwesigwa et al. 2020), as well as Job Satisfaction (Dinc et al. 2019; Jameel and Ahmed 2019). The performance of the organization can be predicted by the leadership style. According to Al-Abdullat and Dababneh (2018) and Wijayanti et al. (2020), This is a crucial element of the key factors influencing the growth of organizational and personnel performance.

There are two ways that leadership might impact an organization's performance. First, performance can be directly impacted by leadership. According to Alaaraj & Ahmad (2018), an organization's, the success or failure of a group or even a country is determined by its leadership. Since leadership is seen as a strategy for enhancing performance and managing impulsive events, the organization is predisposed to concentrate on it (Alaaraj & Ahmad 2016; Jameel and Ahmad 2020). Second, job happiness is a means via which leadership can indirectly impact performance. According to Stephen P. Robbins & Judge (2015) and Wijayanti et al. (2020), job satisfaction is characterized as an emotional state that emerges in an employee as a result of the characteristics evaluation results.

Furthermore, the significance of leaders' roles in determining job satisfaction cannot be overstated. This is because, in addition to personal traits, leaders possess the capacity to exert control over a majority of the variables mentioned earlier. Additionally, positive interactions between leaders and employees have the direct effect of increasing job satisfaction (Madlock, 2008; Putri et al., 2020). The connection between job satisfaction and leadership aligns with earlier research suggesting that good leadership is among the most critical traits of successful businesses (Bass, Avolio, Jung, & Berson, 2003).

Conversely, attracting and retaining skilled workers is one of an organization's greatest achievements. As a means of realizing the organization's mission, Employee's satisfaction and joy in their job, their readiness to work more, and their loyalty to the organization are all considered positive signs of organizational commitment (Meyer et al., 1993; Kusumaningsih et al., 2020; Yuwono et al., 2020).

It is essential to adopt leadership techniques that are in line with the organization's vision and goal in order to maintain and improve organizational commitment (Purwanto et al., 2020; Novitasari et al., 2020; Prameswari et al., 2020; Putri, et al., 2020; Putra et al., 2020; Santoso et al., 2019, 2020).

Different leadership styles can have varying effects on employees' well-being, contentment, performance, and organizational commitment (Alimo-Metcalfe et al., 2008; Dumdum et al., 2013; Perch-Nielsen et al., 2009). Research have shown a connection between job performance, organizational commitment, employee well-being, and satisfaction with supportive and participative leadership styles (Barling et al., 1996; Howell and Avolio, 1993; Arnold et al., 2007; Berson and Linton, 2005; Goestjahjanti et al., 2020). The environment and circumstances, however, might affect how effective leadership is (Fulop and Mark, 2013).

A supportive approach is frequently perceived in the workplace as a leader emphasizing certain parts of their relationship with their subordinates. By demonstrating concern for the physical and emotional needs of their subordinates, praising their efforts and contributions with praise and prizes, and motivating them to advance both personally and professionally, they preserve high-quality working relationships (Jia et al., 2021). While a participative style of leadership is typically associated with leaders who can inspire their team members by sharing their shared vision and future plans, guiding them toward accomplishing organizational goals, instilling a culture of sharing organizational values, and setting an example for the rest of the workforce (Mwaisaka et al. 2019).

Thus, for workers to be highly productive and dedicated to the company, leadership and job satisfaction are crucial. Pleasant feelings are a result of a sort of job satisfaction that employees experience, and when positive employees' organizational behavior—that is, enhanced organizational commitment—is reflected in the presence of pleasant feelings for workers, it is an indication of job performance and commitment.

After conducting a literature analysis on leadership and job satisfaction, we will examine the potential issues of causality and endogeneity in relation to this subject. Additionally, we will explore the ways in which leadership can impact job satisfaction. The study presents theoretical expectations and hypotheses that relate employee job happiness to leadership behavior and how leaders and employees perceive such actions. The study makes use of panel data from a sizable research effort that links shifts in leadership to shifts in worker job satisfaction through experimental manipulation of leadership. Lastly, we talk about how our research affects management practice as well as the literature on work satisfaction and leadership. The five main Palestinian universities in the Gaza Strip serve as the representative sample for the study. This study examines the connected relationships and impacts of supportive and participatory leadership, work satisfaction, employee performance, and commitment among automotive industry professors in higher education institutions in Palestine. This study explores the significance of an organization's efforts to enhance organizational commitment, drawing on the research gap identified in multiple previous researches.

2. LITERATURE REVIEW

2.1. Participatory Leadership Style and Job Satisfaction

A value-based, member-centered leadership approach, participatory leadership promotes followers' participation in group decisions and honors their contributions (Ali et al. 2022). As demonstrated by the fact that various leadership philosophies can encourage various team behaviors, participatory leaders are crucial in motivating team members to collectively establish objectives and align their attempts to enhance job satisfaction and performance (Yang, Huang et al., 2019; Ali et al., 2020).

Allozi et al. (2022) conducted a study that investigated the influence of leadership on job satisfaction, specifically in the United Arab Emirates and Jordan. The primary data source utilized in this analysis is a questionnaire survey, which collects information from respondents regarding several study factors. A total of 314 respondents from Jordan and the United Arab Emirates have participated in the study. The study revealed a substantial and favorable correlation between job satisfaction and leadership styles. Due to the specific focus of this study on the United Arab Emirates and Jordan, the results are limited to these countries' specific circumstances. The study emphasized the critical role that leaders play in the contemporary corporate landscape and how highly skilled leaders can enhance an organization's overall performance by boosting staff morale and motivation. The study discovered a robust and positive association between leadership styles and job satisfaction.

About the study by Eliyana et al. (2019), which looked at the connection between the antecedent variable of leadership at Pelabuhan Indonesia III Inc. and the job satisfaction of middle-level leaders. The samples used in this study consisted of thirty responders, or seventy-five percent of the population. The study found that high levels of contributions in workers' work performance are significantly correlated with leadership attributes, especially individualized consideration, and that leadership exerts a direct and substantial influence on job satisfaction.

Mickson and Anlesinya (2019) conducted a study to examine the influence of leadership behavior on the job satisfaction of local government employees. In the study, a questionnaire was utilized to collect crucial data from 322 participants. The findings indicated that leadership behaviors had a substantial and favorable influence on the job satisfaction of employees in Ghana's local government service. These findings suggest that the greater the extent to which leaders exhibit transactional and transformational leadership traits, the higher the level of job satisfaction among local government employees. Additionally, this could indicate that in Ghana, local government officials are accessible and friendly towards their staff members when they express concerns about their welfare or job satisfaction and seek resolutions. In this strategy, managers would provide their staff members with the necessary support to derive satisfaction from their professional activities. The study conducted by Alonderiene and Majauskaite (2016) investigated the influence of leadership style on job satisfaction. Their qualitative study, including of 10 supervisors and 72 faculty members from public and private colleges in Lithuania, demonstrated a substantial positive correlation between leadership style and job satisfaction. Specifically, a strong and positive link was discovered between the two leadership styles, transformational and transactional, and the three aspects of job satisfaction: overall, intrinsic, and extrinsic. In their study, Dartey-Baah and Ampofo (2016) examined the impact of leadership ideologies on job satisfaction among workers in Ghana's industrial sector. A total of 215 participants were selected for the survey using a combination of stratified and purposive selection methods in a cross-sectional design. The results of the basic linear regression analysis indicated a considerable beneficial influence of leadership style on job satisfaction. In a 2013 study conducted by Amin et al. in Pakistan's higher education sector, it was shown that leadership had a favorable influence on job satisfaction.

The participative leadership style has a notable and favorable impact on job satisfaction. Based on the above discussions, the study hypothesized that:

Hypothesis 1: There is a positive relationship between participative leadership style and job satisfaction.

2.2. The Impact of Participatory Leadership Style on Employee Performance

To increase employee performance, a company needs an effective leadership style that inspires people to work together, follow instructions according to their preferences, and help the team complete tasks and goals within the allotted time (Jiputra, 2019). Furthermore, Rana et al. (2019) state that a participatory leadership style is a crucial factor impacting worker performance. Furthermore, participative leaders are crucial for motivating team members to collaborate to set goals and coordinate efforts to improve performance, claim Ali et al. (2020). When a leader embraces an appropriate leadership style, their followers will highly appreciate their efforts and eagerly provide everything they can. The task implementers will be motivated to optimize employee performance by assigning tasks according to the subordinates' skills and talents (Rokib & Santoso, 2018). Fatokun et al. (2010) argue that a strong and pleasant relationship between managers and employees promotes mutual respect and enhances productivity. This idea aligns with evidence indicating that participative leadership styles influence worker performance (Fitriani, 2013; Junaidi et al., 2020; Newman et al., 2016). As a result:

Hypothesis 2: The association between a participative leadership style and employee performance is positive.

2.3. Participatory Leadership Style and Organization Commitment

Arief and Sulastri (2021) examined how organizational commitment was affected by a participatory leadership style. The 103 individuals in the population were workers at PDAM Tirta Langkisau. According to this study, organizational commitment in PDAM Tirta Langkisau is positively and significantly impacted by participatory leadership style.

Purwanto (2021) conducted a study to measure the influence of leadership on employees' commitment to their organization in the automobile industry in Tangerang. A basic random sample of 351 employee populations was used to obtain data. There were 221 samples in the valid and returned questionnaire findings. The research findings concluded that leadership has a favorable and significant impact on both work satisfaction and organizational commitment. This recent study proposed an approach to enhance job satisfaction and leadership qualities among automotive sector workers in Tangerang, with the aim of promoting organizational commitment. This study has the potential to enhance the capability of workers for the period of the fourth industrial revolution.

The study conducted by Kawiana et al. (2021) highlights the significance of organizational commitment and effective leadership. All participants in this study are cooperative members residing in Bali. The results indicated that leadership in the digital era has a favorable influence on organizational commitment.

Accordingly, the study hypothesized that:

Hypothesis 3: There exists an immediate relationship between the use of a participative leadership style and the level of commitment demonstrated by individuals within an organization.

2.4. Relationship Between Leadership Styles, Job Satisfaction, Employee Performance and Organization Commitment

A total of 177 employees from a retail company in Hong Kong were included in the study conducted by Jameel and Ahmed (2019) to examine the relationship between participative leadership and employees' job satisfaction and work engagement. The results revealed a strong relationship between the job satisfaction of employees and their level of engagement in their work, as well as the presence of participatory leadership. The relationship between participative leadership and job satisfaction was influenced by the extent of workers' involvement in their work. As the association between job satisfaction and participative leadership increased, workers had more enjoyment at work.

In addition, Purwanto (2021) conducted a study with the objective of assessing the impact of leadership on the organizational commitment of workers in the automobile industry in Tangerang. The data was obtained by employing a straightforward random sampling technique on a population of 351 employees. The study's findings indicate that work satisfaction plays a crucial role in mediating the connections between organizational justice, transformational leadership, and organizational commitment.

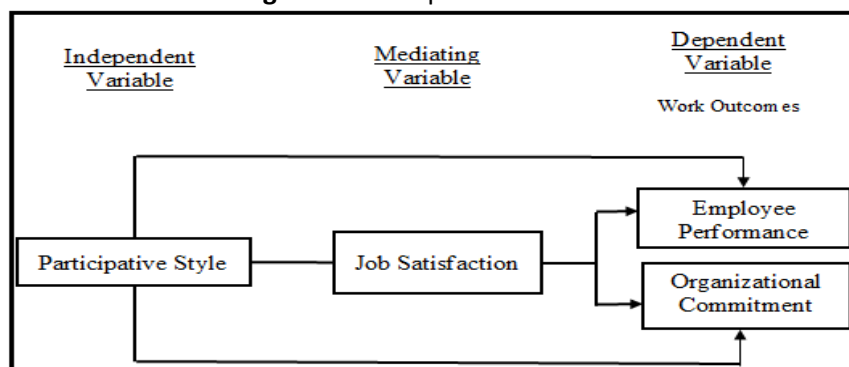
Thus, the study hypothesized that:

Hypothesis 4a: Job satisfaction mediates participative leadership and employee performance.

Hypothesis 4b: Organizational commitment and participatory leadership are mediated by job satisfaction.

Accordingly the proposed research framework is as follows:

Figure 1. Conceptual Framework



3. RESEARCH METHODOLOGY

3.1. Participants and Procedure

The study restricted the sample frame to the education sector in accordance with the study's focus on leadership styles in Palestinian universities. According to Hair et al. (2016), A sampling frame refers to a collection of sampling units from which a sample can be selected. Quantitative method was used in the study and data was collected from the field using survey technique.

In keeping with the study's focus on leadership at universities, only the education sector was included in the population. Universities were chosen because of their effective leadership in promotion, despite the fact that the education system, and universities in particular, still lacks results. As a result, the current study will add to the body of knowledge regarding the influence of leadership styles on improving work outcomes in the Palestinian education sector.

Regarding the study's topic, problem, and objectives, all senior management staff members at the Gaza Strip's universities (Islamic University, Al-Azhar University, Al-Aqsa University, Al-Quds Open University, Palestine University) may be considered members of the targeted population as shown in Table 1. There are 478 senior management staff members at the universities included in the study for the year 2022. Using a random stratified sample approach, the researchers examined 478 people in total who were in senior management.

Table 1. Demographic Variables ($n=494$)

No.	Respondents Profile	Sub Profile	Frequency	Percentage
	Gender	Male	354	71.7
		Female	140	28.3
	Age	Below 25 years old	52	10.5
		26 – 35 years old	179	36.2
		36 – 40 years old	121	24.5
		41 – 50 years old	96	19.4
		50 years old and above	46	9.3
	Position	Top Management	4	0.8
		Professor	43	8.7
		Associate Professor	48	9.7
		Head of Department	77	15.6
		Manager	34	6.9
		Staff	288	58.3
		Other	0	0
	Division	Academic Division	291	58.9
		Non-Academic Division	203	41.1
	Length of service	Less than 2 years	101	20.4
		3 – 5 years	92	18.6
		6 – 8 years	170	34.4
		9 – 11 years	89	18.0
		12 – 14 years	29	5.9
		More than 15 years	13	2.6

University	Islamic University	151	30.6
	Al-Azhar University	147	29.8
	Al-Aqsa University	90	18.2
	Palestine University	69	14.0
	Al-Quds Open	37	7.5
Growth Salary	Less than 1000	75	15.2
	1001 - 1500	66	13.4
	1501 - 2000	124	25.1
	2001 - 2500	109	22.1
	2501 - 3000	70	14.2
	More than 3000	50	10.1
Level of Education	Certificate/Diploma	6	1.2
	Bachelor	93	18.8
	Master	164	33.2
	PhD/Professional	140	28.3
	Others	91	18.4

3.2. Measurements of Variables

To improve the credibility of the findings, we utilized established measures whenever possible. Nevertheless, certain tools were enhanced or altered to fulfil the study's criteria. The variables were measured using many indicators, which were assessed using multi-item constructs on seven-point Likert scales. The content validity of the measures was enhanced by thorough pilot testing conducted by a select group of academics and managers. The questionnaire underwent a thorough pre-testing process with seven academic experts and professionals specializing in the subject of management. Then, the last steps were enhanced and improved. For participative style, there are 12 items adapted from two sources that are Chan (2014) and Khassawneh & Elrehail (2022). Then, for job satisfaction, 13 items are adapted from Spector (1985). Next, for organization commitment measurements, 13 items are adapted from Meyer & Allen (1990). Finally, there are 15 items for employee performance measurement which are adapted from two sources, namely Manzoor et al. (2019), Kundu et al. (2019), Koopmans et al. (2013) and Williams & Anderson (1991).

4. RESULTS

4.1. Measurement Model

4.1.1. Measurement Model Analysis

Before doing the structural model analysis, a measurement model analysis was performed. The purpose of measurement model analysis is to verify the validity and reliability of each item for every concept in the current study. These assessments include item validity, construct validity, and reliability.

4.1.2. Item Validity Assessment

Item validity pertains to the degree to which a certain item is utilized to assess the constructions being studied. Measurement can be assessed by examining the magnitude of factor loadings and the reliability of indicators. Indicator dependability pertains to the magnitude of the outer loadings of all items for each construct. As per Hair et al. (2017), the factor loadings and outer loadings

have standardized values that exceed 0.7 and 0.5, respectively. There is an overall of 66 items for all five constructs, participative style (12 items), job satisfaction (13 items), organizational commitment (13 items), and employee performance (15 items). All the items fulfil the satisfactory standard value of factor loading (above 0.7) and outer loading (above 0.5), except 7 items that were deleted, which are (P11, P3, JS8, EP12, OC10, OC11, OC12) with outer loading less than 0.5. (Hair et al. 2017).

4.1.3. Construct Reliability Assessment

Item validity pertains to the degree to which an individual item is able to accurately measure the constructs being studied. Measurement can be assessed by examining the magnitude of factor loadings and the reliability of indicators. Indicator dependability pertains to the magnitude of the outer loadings of all items for each construct. As stated by Hair et al. (2014), the factor loadings and outer loadings have standardized values that exceed 0.7 and 0.5, respectively. There is an overall of 66 items for all five constructs, supportive style (12 items), participative style (12 items), job satisfaction (14 items), organisational commitment (13 items), and job motivation (13 items). All the items fulfil the satisfactory standard value of factor loading (above 0.7) and outer loading (above 0.5), except 7 items were deleted which are (P11, P3, JS8, EP12, OC10, OC11, OC12). (Hair et al. 2017).

4.1.4. Construct Validity Assessment

Convergent validity pertains to the extent to which each indicator aligns with a certain construct in relation to indicators that measure different constructs. AVE is the term used by Hair et al. (2016). All the items in this study meet the criterion of having an appropriate Average Variance Extracted (AVE) value that exceeds 0.5. Therefore, this study has successfully demonstrated the convergent validity of all constructs.

Table 2. The Result of Reliability and Convergent Validity Assessment

Constructs	Items	Factor Loadings	Alpha of Cronbach	Reliability Composite	AVE
Participative	Encourages work group members to express ideas/suggestions	0.728	0.725	0.942	0.951
	Ability to participate in decision making serves as a morale boost for me.	0.804	0.791		
	Levels of participation in decision making increase my productivity through increase in my motivation.	0.38	Deleted		
	When I take part in motivation work, I may discover that the performance of their work is more productive.	0.761	0.753		
	Listens to my work group's ideas and suggestions	0.802	0.808		
	Uses my work group's suggestions to make decisions that affect us	0.247	Deleted		
	Considers my work group's ideas even when he/she disagrees with them	0.795	0.804		
	Makes decisions based only on his/her own ideas.	0.837	0.846		
	Gives all workgroup members a chance to voice their opinions.	0.781	0.797		
	Involves me in decision making which increases my productivity significantly	0.885	0.890		
	Participation can be a contributing factor in increasing my efficiency	0.816	0.816		
	Indirect form of participation is the participation process whereby I am involved in decision making through selected representatives or delegates.	0.88	0.881		
	Job Satisfaction	The salary I earn is compatible with the work that I do.	0.824		
I enjoy working at my job.		0.767	0.77		
I take pride in the work I do.		0.844	0.843		
My job is fun.		0.877	0.877		
I am well aware of what is going on in my organisation.		0.789	0.796		
I am satisfied with the salary increment method.		0.798	0.799		
Every qualified worker has the opportunity to be promoted.		0.792	0.793		
I am satisfied with the promotion system.		0.831	0.830		
My leader is very good at his or her job.		0.718	0.716		
I like my leader.		0.604	0.607		
I receive acknowledgment on my excellent work performance.		0.62	0.616		
I like my colleagues.		0.447	Deleted		
I am happy with my colleagues.		0.623	0.625		
Employee Performance	I consistently meet the performance requirements of the job.	0.813	0.803	0.953	0.959
	I am confident I have achieved the expected level of performance.	0.85	0.848		
	I strive to produce the best work.	0.883	0.893		

	I focus on the targets to be achieved while performing a work task.	0.553	Deleted		
	I like to share information with my colleague.	0.849	0.856		
	I tend to inform my leader in advance if I cannot come to work.	0.696	0.69		
	I am ready to assist absent colleagues in completing an important assignment.	0.86	0.865		
	I finish the tasks that are outlined in my job description.	0.74	0.755		
	I make sure that my work meets/exceeds performance standards.	0.846	0.859		
		0.785	0.797		
	I like flexible work rules to preserve harmony within the organisation.	0.686	0.695		
	I earnestly carry out the responsibilities entrusted to me.	0.763	0.764		
	I am determined to plan my work to be completed within the prescribed period.	0.7	0.71		
	I respond quickly when problems come up	0.673	0.664		
	I am ready to spend the time to listen to my colleague's problems.	0.845	0.847		
Organization Commitment	Being a member of this organisation makes me happy.	0.791	0.811	0.895	0.915 0.525
	I need to prove my loyalty to this organization because of the benefit that I received previously.	0.351	Deleted		
	I am loyal with this organization as the values of this organization (for example responsible, trustworthy, and honest) suit me.	0.486	Deleted		
	I assume that job-hopping (going from one organization to another) is an opportunity for me to expand my career.	0.455	Deleted		
	I feel that it would make logical sense for me to carry on working for this organisation.	0.571	0.546		
	I like to share information about this organization with my friends	0.765	0.772		
	I feel that the problems of this organization are also my own.	0.847	0.854		
	This is a very important organisation to me.	0.735	0.738		
	I will continue to serve in this organization.	0.707	0.758		
	Leaving this organization will leave a great impact on my life.	0.72	0.753		
	I stay with this organization on my own will and needs.	0.72	0.746		
	I do not have much choice other than working in this organization.	0.696	0.738		
	I am indebted with this organization on everything that it has given me.	0.501	0.433		

4.2. Structural Model

Discriminant Validity

Discriminant validity pertains to the degree to which the conceptions being examined in the study are genuinely separate and distinct from each other. This study employs the Heterotrait-Monotrait ratio of correlations (HTMT) to conduct the discriminant validity assessment.

The Heterotrait-Monotrait Ratio of Correlations (HTMT)

Table 3 presents the evaluation of discriminant validity using the heterotrait-monotrait ratio (HTMT) criterion, as described by Henseler et al. (2015). All the values in the table meet the HTMT requirement of .90, as established by Gold et al. (2001). In addition, the HTMT inference result indicates that none of the constructs have a confidence interval value of 1, which confirms the discriminant validity criteria for this study.

Table 3. The Outcomes of the Heterotrait-Monotrait Ratio (HTMT)

	Employee performance	Job Satisfaction	Organizational Commitment
Employee performance			
Job Satisfaction	0.722		
Organizational Commitment	0.862	0.739	
Participative	0.685	0.841	0.735

4.2.1. Structural Model Assessment

The examination of the structural model entails examining its collinearity (Variance Inflation Factor), coefficient of determination (R-squared), effect size (f-squared), predictive relevance (Q-squared), and evaluation of relationships within the structural model (direct effect model and mediating effect model). The subsequent paragraph provides an explanation of the collinearity evaluation results for this model.

4.2.2. Collinearity Assessment

Making sure the structural model has no problems with lateral collinearity is one of the most important things to take care of before assessing the link between the two. This is because a

collinearity problem can occasionally lead to conclusions that are deceptive because of the model's significant causal effect. This situation arises when two variables are hypothesized to have a correlation and measure the same basic concept.

Table 4 displays the outcomes of the lateral collinearity test. The Inner VIF values for the independent variables (supporting style and inspirational style) that need to be assessed for lateral multicollinearity are all below 5, suggesting that lateral multicollinearity is not a concern in the study (Hair et al., 2017).

Table 4. The Results of Lateral Collinearity Assessment

Construct	Employee Performance (VIF)	Job satisfaction (VIF)	Organizational Commitment (VIF)
Job Satisfaction	2.791		2.791
Participative	2.791	1.000	2.791

4.2.3. Structural Model Relationship Assessment

This section presents the findings of the hypothesis testing for direct effect and mediated effect relationships.

Hypotheses Testing for Direct Effect Relationship

Table 5 displays the outcomes of hypothesis testing for the direct effect. Among the six theories, five have been verified and one is denied.

Table 5. The Results of Hypotheses Testing for Direct Effect

Hypothesis	Relationship	Path Coefficients		
		β value	t-Value	p-Value
H1	Participative → Job Satisfaction	0.801	52.832	0.000
H2	Participative → Organization Commitment	0.347	6.874	0.000
H3	Participative → Employee performance	0.280	6.371	0.000

The findings of testing Hypothesis 1a indicate a significant link between participative style and work satisfaction ($\beta = 0.448$; $p = 0.000$). Therefore, Hypothesis 1a is validated. This discovery implies that one important element that affects job satisfaction is a participative approach.

The analysis of Hypothesis 2 indicates a strong relationship between the participative approach and organizational commitment ($\beta=0.335$; $p=0.000$). Therefore, Hypothesis 2 is confirmed. This finding suggests that a participative leadership style is a crucial factor in determining organizational commitment.

The analysis of Hypothesis 3 indicates a strong relationship between the participative approach and employee performance ($\beta=0.282$; $p=0.000$). Therefore, Hypothesis 3 is confirmed. This finding suggests that the participative leadership style significantly influences employee performance.

In addition to the hypothesis testing mentioned above, the effect size (f^2) and predictive relevance (Q^2) were assessed using the PLS Algorithm and PLS Predict, respectively. Table 6 displays the outcomes for effect magnitude (f^2) and predictive relevance (Q^2).

Table 6. The Results of Extended Assessment for Direct Effect Hypotheses

Hypothesis	Relationship	Effect size f^2	Predictive relevance Q^2
H1	Participative → Job satisfaction	0.347	0.334
H2	Participative → Organisational commitment	0.078	0.268
H3	Participative → Employee performance	0.057	0.306

The result of effect size (f^2) testing shows that the values for participative style and supportive style are 0.347 and 0.389, respectively, that are greater than 0.02 which indicates that both participative style and supportive style showcase a large impact on job satisfaction (Cohen 1988). While, the predictive relevance (Q^2) value is 0.434 that is larger than zero, which indicates that participative and supportive style showcases a predictive relevance for job satisfaction (Hair et al. 2017).

Then, the effect size (f^2) value of 0.078 for participative style to be greater than 0.02 which indicates that supportive style has no effect on organizational commitment (Cohen 1988). As for supportive style, the effect size (f^2) value is 0.002 that is less than 0.02 which indicates that supportive style has no impact on organizational commitment (Cohen 1988). While, the predictive relevance (Q^2) value is 0.268 that is larger than zero, which indicates that participative style has a predictive relevance for organizational commitment (Hair et al. 2017).

Next, the effect size (f^2) value of 0.052 for participative style to be greater than 0.02 which indicates that participative style has impact on employee performance (Cohen 1988). As for supportive style, the effect size (f^2) value is 0.002 that is less than 0.02 which indicates that supportive style has no impact on employee performance (Cohen 1988). On the other hand, the predictive relevance (Q^2) value is 0.306 that is larger than zero, which indicates that participative style has a predictive relevance for employee performance (Hair et al. 2017).

Hypotheses Testing for Mediating Effect Relationship

Two hypotheses have been developed for the mediating effect model. Table 7 displays the outcomes of hypothesis testing to determine the presence of a mediating influence. The analysis processes for mediating effect followed the methodologies outlined by Hair et al. (2017) and Zhao et al. (2010) to identify the specific type of mediating relationship.

Table 7. The Results of Hypotheses Testing for Mediating Effect

Hypot hesis	Relationship	Direct Effect β	t- value	Significance ($p < 0.05$)	Indirect Effect β	t- value	Significance ($p < 0.05$)	Media tion
H4a	PART → JOBST F → EPPER	0.181	54.85	Yes ($p = 0.000$)	0.376	6.569	Yes ($p = 0.000$)	Partial
H4b	PART → JOBST F → ORGC	0.347	7.233	Yes ($p = 0.000$)	0.142	5.395	No ($p = 0.362$)	No

Note: JOBS = Job satisfaction, PART = Participative, ORGC = Organization Commitment

The results of testing Hypothesis 4a indicate a positive and substantial correlation between employee performance, participative style, and job satisfaction ($\beta=0.181$, $t=6.569$). Therefore, Hypothesis 4a has been confirmed. Furthermore, the study reveals a noteworthy outcome in the

examination of the indirect impact of participation style on employee performance through job satisfaction. Additionally, a notable outcome is observed in the direct effect analysis of participative style on employee performance, with a beta coefficient of 0.273 and a t-value of 6.638. Based on the research conducted by Hair et al. (2017) and Zhao et al. (2010), it has been found that job satisfaction plays a role in partially mediating the relationship between participative style and employee performance. This conclusion was reached through the use of mediation analysis.

The results of testing Hypothesis 4b indicate that there is a positive correlation between participative style and work satisfaction with organization commitment. However, this correlation is not statistically significant ($\beta=0.168$, $t=6.994$). Therefore, Hypothesis 4b is not substantiated.

4.2.4. Coefficient of Determination (R²)

The coefficient of determination (R²) value is used to measure the structural model. An R² score between 0 and 1 indicates a high level of prediction accuracy. The threshold value is determined by the study field. Based on the findings of Hair et al. (2016), a correlation coefficient of 0.25 is considered poor, 0.5 is considered moderate, and 0.75 is considered large in the context of social science research. The coefficient of determination (R² value) for each of the study's dependent constructs can be seen in Table 8.

Table 8. The Value of R² and R² Adjusted

Endogenous Variables	R ²	R ² Adjusted
Job satisfaction	0.741	0.740
Organisational commitment	0.517	0.512
Employee performance	0.492	0.489

The levels of employee performance, organizational commitment, and job satisfaction are 0.492, 0.517, and 0.741, respectively. This finding explains that 49.2 percent of employee performance is explained by human-oriented leadership style constructs, namely participative style and supportive style. In addition, 51.7 percent of organization commitment is explained by a participative style and supportive style. Moreover, 74.1 percent of job satisfaction is explained by participative style and supportive style.

4.2.5. Predictive Relevance (Q²) by PLS Predict

In PLS Predict, the Q² value contrasts the PLS path model's prediction errors with straightforward mean predictions. It does this by predicting the holdout sample's result using the mean value of the training sample. The evaluation of Q² values derived from the blindfolding process in PLS-SEM is comparable to the outcome of Q² values interpretation. If the Q² value is positive, the prediction error of the PLS-SEM result is lower than the prediction error of using only the mean value. In that particular circumstance, the PLS-SEM model exhibits a higher level of predictability.

All dependent variables (work satisfaction, organizational commitment, and employee performance) in PLS Predict have positive Q² values, as shown in Table 9. These values are 0.434, 0.268, and 0.306, respectively. All things considered, PLS Predict clarifies that this study's structural model is also transferable to different organizations.

Table 9. The Value of Predictive Relevance Q² by PLS Predict

Endogenous Variables	PLS Predict Q ²
Job satisfaction	0.434
Organisational commitment	0.268
Employee performance	0.306

The studies of the measurement model and structural model, as previously described, were conducted by following the guidelines suggested by Hair et al. (2017). The measurement model analysis, conducted using the Partial Least Squares (PLS) method, is depicted in Figure 2. Additionally, the structural model analysis, performed using the bootstrapping procedure, is also illustrated in Figure 2.

Figure 2. Analysis of Measurement Models using the Partial Least Squares (PLS) Algorithm

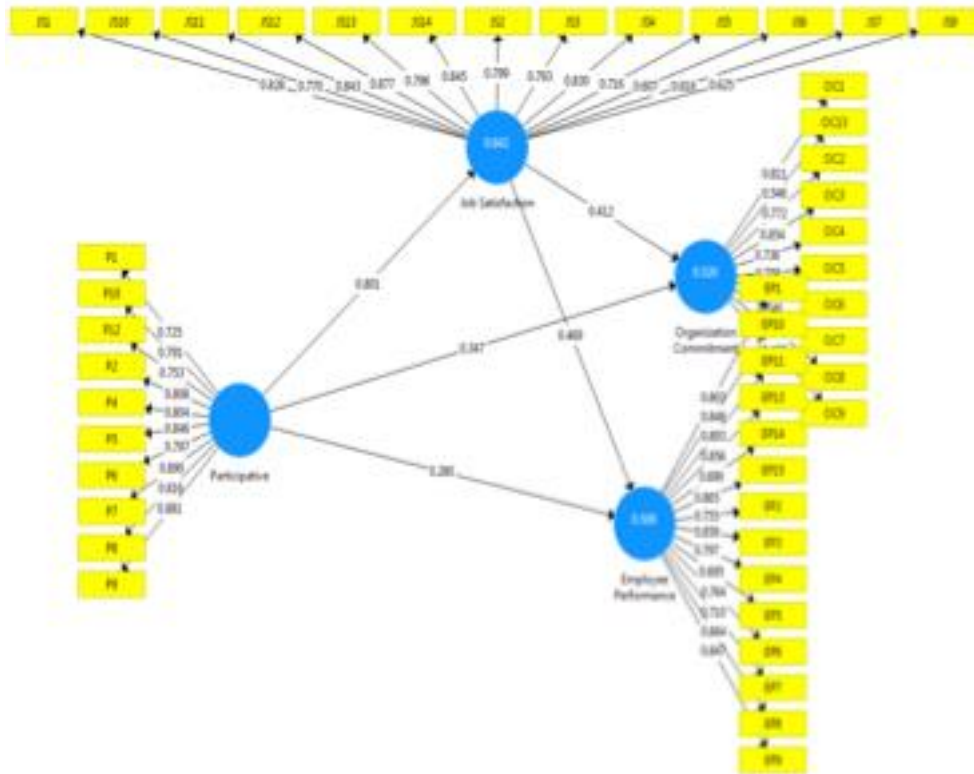
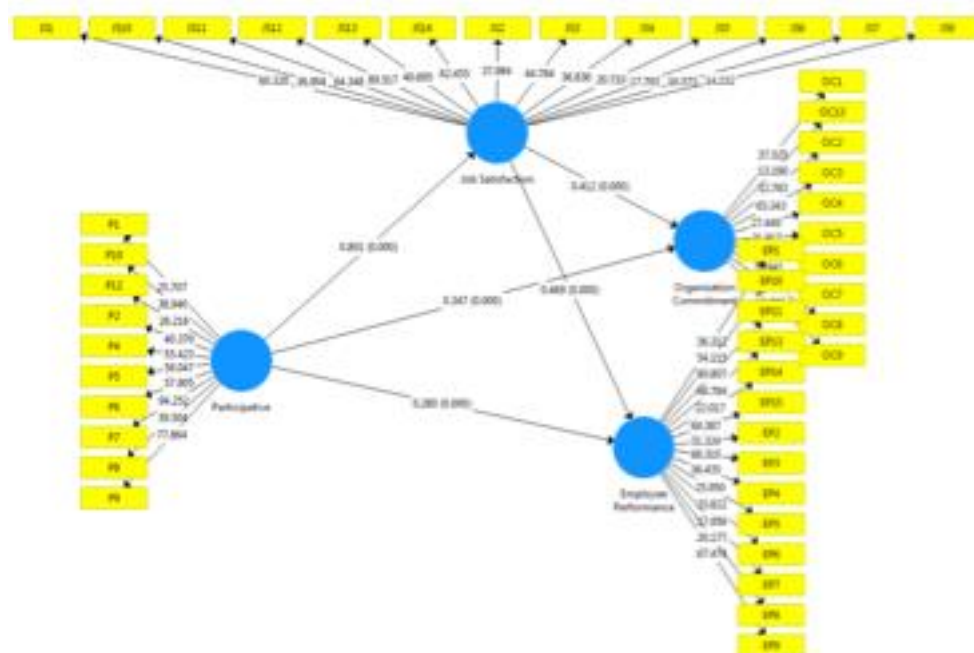


Figure 3. Structural Model Analysis by Using Bootstrapping Procedure



4.2.6. Findings of Direct Effect Hypotheses Testing

In this study, the conceptual model proposed six hypotheses for direct effect relationships. Out of six hypotheses, two hypotheses are not supported. Table 10 displays a concise overview of the outcomes related to direct impact relationships.

Table 10. Summary of Findings of Direct Effect Hypotheses

Hypotheses	Outcomes
H1: Participative style increases job satisfaction.	Confirmed
H2: Participative style increases employees' performance.	Confirmed
H3: Participative style increases organizational commitment.	Confirmed

The direct effect hypothesis testing results unveil six notable conclusions. Initially, the outcomes of the testing Hypothesis 1a confirms the robust correlation between a participative leadership style and work satisfaction. This study elucidates the methods by which leaders can exhibit their solicitude for the requirements and satisfaction of their employees in order to practice participative leadership. This outcome confirms the validity of the path-goal theory proposed by House (1971) and House and Mitchell (1975), the leader behavior description questionnaire (LBDQ) developed by Stogdill (1963, 1974), as well as the previous studies conducted by Huang and Wu (2019), Ali et al. (2022), Eliyana et al. (2019), and Allozi et al. (2022).

Furthermore, the results of testing Hypothesis 1c provide evidence that the participative style has a substantial correlation with employee performance. This conclusion demonstrates that leaders who possess the ability to implement a participative leadership style, characterized by offering explicit guidance and effectively persuading colleagues to work towards shared objectives, lead to enhanced performance among the employees in the organization. This situation aligns with the principles of path-goal theory proposed by House (1971), as well as Maslow's theory (1954) and Herzberg's theory (1968). This finding is consistent with other prior investigations conducted by Jiputra (2019), Rana et al. (2019), and Ali et al. (2020).

Third, the finding of Hypothesis 1e testing confirms that participative style is significantly related to organization commitment. This finding emphasizes that leaders who possess the ability to implement a participative leadership style by engaging in discussions with employees regarding future work trends, persuading them to achieve targets, and setting a positive example, ultimately lead to increased employee commitment and job performance within the organization. This finding also supports several previous studies conducted by Arief and Sulastri (2021), Purwanto (2021) and Kawiana (2021).

4.2.7. Findings of Mediating Effect Hypotheses Testing

This section specifically examines the results of the investigation of hypotheses related to mediating effects. There are a total of four hypotheses (H4a, H4b) that are examined to explore the function of job satisfaction in mediating the relationship between a people-oriented leadership style and work results. Table 11 displays the findings of the hypotheses regarding mediating effects. The study of the mediating influence hypotheses reveals two noteworthy outcomes. The research demonstrates a notable indirect influence of participative style on employee performance through work satisfaction. Furthermore, the outcome of the mediation study indicates that work satisfaction serves as a complete mediator in the correlation between participatory style and employee performance. This discovery demonstrates that leaders who are prepared to embrace a supportive leadership style generate a significant level of happiness among employees, which in turn can lead to enhanced performance by the employees within the organization. The mediating role of job satisfaction can be theoretically addressed through Meyer and Allen's three-dimensional theory (1984,

1991). This finding aligns with previous research conducted by Jameel and Ahmed (2019) and Purwanto (2021).

Table 11. Summary of Findings of Mediating Effect Hypotheses

Hypotheses	Findings
H4a: Participative style affects employee performance through job satisfaction.	Confirmed
H4b: Participative style and organization commitment are mediated by job satisfaction.	Not confirmed

Second, mediating effect testing shows that work satisfaction indirectly links participative style to organizational commitment. According to the mediation research, work satisfaction fully mediates the association between participative style and organization commitment. The findings demonstrate that job satisfaction directly and indirectly links participative style to organization commitment. This shows that leaders' capacity to use a participatory approach in daily operations might increase employee happiness and commitment in the investigated universities. This supports Meyer and Allen's three-dimensional theory (1984, 1991, 1997). This confirms Mwesigwa et al.'s 2020 study.

5. DISCUSSION AND CONCLUSION

Most researchers have explored job satisfaction as the mediating variable in the people-oriented leadership styles paradigm, which has improved employee work outcomes. This link has been thoroughly studied, but job satisfaction as a mediating element in universities has not. It motivated the researcher to investigate the link in depth.

Human resource managers can use the study's findings to improve their operations. This study can help improve organizational leadership at first. Leaders must realize that effective leaders choose the correct leadership philosophies for their circumstances. Leaders who understand company goals may be better able to choose supportive or participative leadership styles to attain job goals faster.

Second, when interacting with staff members, leaders should always use a participative approach. It entails making certain that subordinates receive imaginative rewards for their achievements, demonstrating faith in their aptitude, and identifying subordinates who are dedicated to the organizational cultures. Executives need to understand that these actions are a significant indicator of workers' contentment with the company, and that contentment will eventually build a sense of commitment as they carry out their duties and do it to the highest standard possible (Ishak et al. 2018).

Third, adopting a participative leadership style is something that leaders should do. Participatory leaders must always be able to articulate clearly the direction of the group or unit and provide a detailed explanation of the objectives of any given assignment. By leading by example, they should also inspire staff members to be dedicated to their objectives. Employees that engage in these contributing and participative behaviors will feel more connected to the company or university they work for, which will increase their level of dedication and output. As a result, leaders that employ both leadership philosophies will undoubtedly influence their followers to accomplish the objectives and plans of their organizations. However, if leaders do not use this effective leadership style, it will negatively impact the performance of the organization.

The current study suggests a conceptual framework for employees' work outcomes (job happiness, employee performance, and organization commitment) that is based on literature on people-oriented leadership styles. The results of this investigation verify that the measurement assessment model satisfies the necessary requirements for reliability and validity. Further evidence of the association between work outcomes (employee performance and organizational commitment) and people-oriented leadership style (participative style) among Palestinian university employees comes from the structural model analysis, which also established the function of job satisfaction as the mediator. These results also imply that a people-oriented leadership style model may significantly

increase the likelihood of favorable job outcomes by including employee satisfaction. Thus, the accomplishment of organizational plans and objectives may result from these favorable labor outcomes. The idea represented in well-known theories, such as the Three-Dimensional Theory by Meyer and Allen (1984, 1991, 1997), House's Path-Goal Hypothesis (1971) and House and Mitchell (1974), Maslow's Theory (1968), and the Two Factor Theory (Hackman and Oldhan 1976), supports the conclusions of this study.

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