

THE IMPACT OF WOMEN PARTICIPATIVE LEADERSHIP STYLE ON EMPLOYEES' SATISFACTION AND EMPLOYEES' PERFORMANCE: EVIDENCE FROM J&K EDUCATION SECTOR

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ABSTRACT

The growth of the education sector and its contribution to income & employment generation are the indices of progress. This organisation provides a tremendous source of employment for many women in recent years but its significance and representation within these industries varies across different places almost in all countries of the world. Women leaders develop and adopt different leadership styles as per their qualification, training & experience in order to sustain healthy interrelationship, which enhances employee job satisfaction and employee performance. This research paper focuses on examining the impact of women participative style on employee satisfaction and employee performance in education sector in J&K State. Sample size was selected by using purposive sampling and data were collected by distributing questionnaire to 60 women HOD's and 120 immediate employees working in Government degree colleges. Data Collected were purified and validated by applying Exploratory Factor Analysis (EFA) & Confirmatory Factor analysis (CFA). Reliability and validity were also assessed by applying techniques like Composite reliability, Convergent Validity and Discriminant Structural Equation Modelling was used to test the hypothesised relationship. The research results revealed that participative style adopted by women leaders positively influences employees' satisfaction which further significantly & positively influences employees' performance. In particular, the research findings provide an insight into the importance of accepting and implementing women participating leadership style necessary for improving their relationship and enriching employee satisfaction & employee performance.

Keywords: Participative Leadership Style, Employee Satisfaction, Employee Performance, Education Sector

INTRODUCTION

Today, women across nations are adopting different leadership roles in the society and they might carry these roles and responsibilities in a different manner than men, which draw attention from academicians, managers & researchers. Moreover, successful leadership is related with the persuasive source of executive development and continuous realistic improvement for enhancing organisational performance.

Leadership styles are the patterns of behaviour used by women leaders in order to influence satisfaction and performance of employees working in different service sectors. Women leaders adopt an assortment of leadership styles for maintaining quality relationship with their employees (Jong & Hartog, 2007). Women leaders develop and adopt different leadership styles as per their qualification, training & experience in order to sustain healthy leader member exchange relationship, which enhances employee job satisfaction and employee performance (Maqsood, Bilal, Nazir & Baig, 2012). Participative leadership style adopted by women leaders in service organisation is regarded as a prerequisite that plays a significant role in enhancing the satisfaction & performance of the employees in the organisation (Timothy, Okwu, Akpa & Nwankwere, 2011). Participative style involves the redistribution of power & authority between employees and managers to encourage employee involvement in decision-making process (Bhatti, Maitlo, Shaikh, Hashmi & Shaikh, 2012). This style is also known as democratic style in which the leader helps, assist and provide guidance to their employees while performing the various task of the organisation. Moreover, it is generally associated with consensus, consultation, delegation and involvement of employees (Yaseen, 2010). The present research study, therefore proposes a research framework with two main objectives:

- 1. To examine the impact of participative leadership style on employees' satisfaction.**
- 2. To investigate the impact of participative leadership style on employees' performance.**

REVIEW OF LITERATURE AND HYPOTHESES DEVELOPMENT

Women covers a large segment of the managerial talent across the globe, but their representation at top level positions in business and public administration is very low. The leadership prospect for women managers is a critical issue in gender equality and remains a researchable proposition. Leadership is considered as a major factor that influences the performance of organisation, managers & employees. The quality of the leader-employee relationship has a great influence on the employees' self-esteem and employees' satisfaction. Employees' satisfaction

occurs when employees are fully committed and happy with their work and leaders who fulfill their desire at work place. Participative leadership style as compared to other styles has a stronger & positive affect on employees' attitudes towards their job, their job environment which ultimately affects employees work performance (Ali & Haider, 2012). This leadership style also raises the employees' awareness about their need to grow, validates their self-expression and motivates them to perform at new and higher levels.

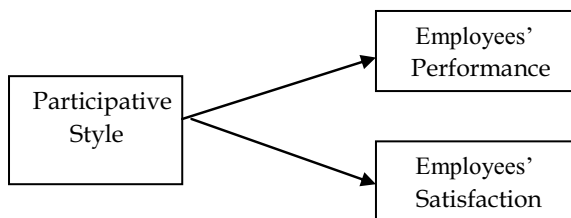
Participative style will be more effective than other styles to obtain employee's job satisfaction and show more concern for employees' problems at work (Yaseen, 2010). Oplatka (2006) in their study found that the autocratic style leads to lower levels of job satisfaction among employees, while democratic style leads to higher level of job satisfaction. Eagly & Johnson (2001) found that women are more democratic & participative whereas men are autocratic & directive. Participative leadership style among women is associated with increased feelings of empowerment, job satisfaction (Omar & Hussin, 2013) and employee performance (Benoliel & Somech, 2010; Belas, 2013). Employee inter-personal relationships are closely related to organisational factors that affect employees' satisfaction and their performance, which lead to overall better performance in organisations. Managers who communicate attentively to their subordinates are found to achieve better group decision making and increased trust among employees. The aforementioned studies provide us with valuable insights into the impact of various women participative leadership styles on the satisfaction & performance of employees. Thus, the hypotheses formulated are:

H₁: Participative leadership style significantly affects employees' satisfaction.

H₂: Participative leadership style significantly affects employees' performance.

On the basis of aforesaid literature, the proposed theoretical models developed (Fig. 1) is as under:

Figure 1: Proposed Model of Women Participative Leadership style and Employee Satisfaction & Employee Performance



RESEARCH DESIGN AND METHODOLOGY

Data collection

The population comprised of women HOD's and its immediate employees working in Government degree colleges in Jammu district of J& K. Purposive sampling method was used to collect the information regarding women leadership behaviour & styles, LMX, employee satisfaction and employee performance. Primary data were gathered from by questionnaire to 60 women HOD's and their 120 immediate employees working in twenty four government colleges operating in Jammu city. Secondary information is gathered from digest of statistics, magazines & internet, books and journals viz.

Journal of Human Resources, International Journal of Business and Management, and Journal of Leadership & Organisational Studies, etc. in order to substantiate literature survey and primary information.

Generation of Scale Items

Review of literature has been reviewed in order to generate items pertaining to different dimensions of women leadership styles, employee satisfaction and employee performance.

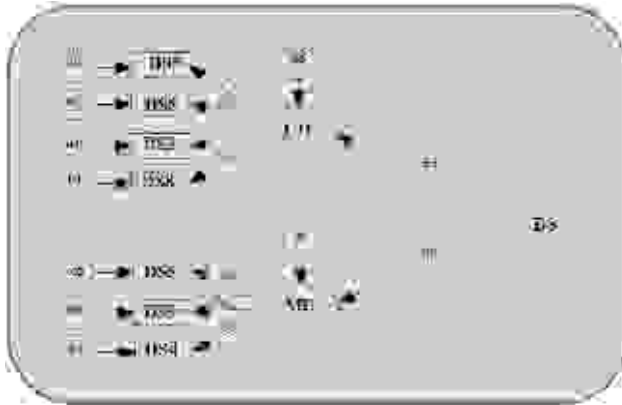
Two set of questionnaire, one for women HOD's and other for their immediate employees are framed to gather primary information. The construct Participative style comprises of Bhatti, Maitlo, Shaikh, Hashmi & Shaikh (2012); Yassen (2010). The second construct derived from studies of Saravanan & Rao (2006); Sureshchandar et al. (2001); Ali & Haider (2012); Setley et al. (2013). The last construct employee performance consisted of Sageer et al. (2012); Golden & Veiga (2008); Thamrin (2012); Khan, Ramzan, Ahmed & Nawaz (2011).

CONFIRMATORY FACTOR ANALYSIS

Participative Style

Second order CFA was performed on democratic style construct which consists of two factors namely, 'Consultative decision-making (4 items)' and 'Mutual understanding (3 items)'. The result reveals that the goodness of fit indices are within or near the prescribed boundaries viz. GFI= 0.994, AGFI= 0.980, NFI= 0.989, TLI= 0.987, CFI= 0.988, RMSEA= 0.045, RMR= 0.012 and $\chi^2/df= 2.688$.

Figure 2: Measurement Model of Participative Style

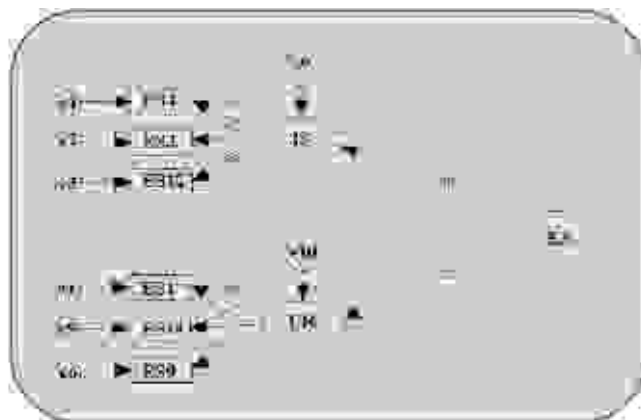


Keywords: DS- Participative style, CD (Consultative decision-making) & MU (Mutual understanding) are the observed variables, DS2- DS9 are the indicators and e1- e9 are the error terms.

Employee Satisfaction

A second order CFA is performed on employee satisfaction dimension, which comprises of three factors resulting from EFA i.e. 'Job satisfaction', 'Efforts recognition' and 'Achievement'. Each factor comprises of four, three and two items respectively. CFA using three factors produces good fitness as χ^2/df value= 4.908, GFI= 0.973, AGFI= 0.937, CFI= 0.985, NFI= 0.980, TLI= 0.976 and RMSEA= 0.073. The model is found to be valid and reliable after deleting one factor namely, 'Achievement' and one item of factor 'Job satisfaction'.

Figure 3: Measurement Model of Employee Satisfaction



Keywords: ES- Employee satisfaction, JS (Job satisfaction) & EE (Efforts recognition) are the observed variables, ES1- ES12 are the indicators and e1- e10 are the error terms.

Employee Performance

To assess the dimensionality of the employee performance construct, a second order CFA based on the indicators and resulting factors is performed. The model came out to be a good fit model, as depicted by the good values of fit indices i.e. GFI (0.978), AGFI (0.924), CFI (0.989), TLI (0.978), NFI (0.982), χ^2/df (2.558), RMR (0.013) and RMSEA (0.035).

Figure 4: Measurement Model of Employee Performance



Keywords: EP-Employee performance, PA (Performance achievement) & JS (Job success) are the observed variables, EP1- EP7 are the indicators and e1- e8 are the error terms.

RESULT

The two hypothesised framed are tested by using Confirmatory factor analysis and Structural Equation Modelling. CFA was applied in order to assess the proposed measurement model fit and SEM was used to assess the theoretical relationship.

Analysis of Democratic Style

The democratic style includes two factors namely, 'Consultation decision making' and 'Mutual understanding' which are analysed below:

Consultative decision making

Consultation decision making is a process that uses the inputs of employees in order to increase their commitment towards organisations success. Employees working in education sector depicted that their leader consults them in decision making process (SRW= 0.84) which leads to result oriented task (SRW= 0.72). Moreover, this participation also improves the information and knowledge sharing process which is necessary for quality decision-making (SRW= 0.64).

Mutual understanding

Education sector employees believe that their leader respects their opinion to resolve administration problems (SRW= 0.82). Their leader also encourages them to give opinion for improving their performance (SRW= 0.73) and always assist them in case of job difficulties (SRW= 0.68).

Analysis of Employee Satisfaction

Application of CFA resulted into two factors. The detailed explanation of each factor is as under:

Job satisfaction

Employees of education sector are appreciated for their innovative ideas on work related matters (SRW= .82). Moreover, employees are satisfied with their performance at the work place (SRW= .78) and feel a sense of achievement from job (SRW= .59).

Efforts recognition

The mean of this factor is arrived at 4.48. Employees working in this sector reveals that their leader gives credit to them for providing innovative ideas (SRW= 0.87), gives clear feedback about their performance (SRW= 0.68) and always gives a pat on their back for doing a good work (SRW= 0.62).

Analysis of Employee Performance

This construct includes two factors, 'Performance achievement' and 'Job success' which are analysed below:

Performance achievement

The analysis reveals that employee feel a sense of achievement from job (SRW= 0.72). They also agree that their performance is effectively appraised by department (SRW= 0.66) and get fair increments and financial incentives (SRW= 0.62). All this shows that both employees and their respective leaders have good working relationship.

Job success

Employees get enough salary for the work performed at work place (SRW= 0.72), timely promotions in job (SRW= .66) which results in improving their work capacity (SRW= 0.62). All this proves that employee in service sector works efficiently.

RELIABILITY AND VALIDITY ANALYSIS

Cronbach's alpha is the most commonly used approach to estimate the internal consistency of the scale items. It is a measure of reliability that ranges from 0 to 1 and the values greater than or equal to 0.70 is considered to be acceptable.

Composite reliability is a measure of the average variance shared between a latent factor and its items. It is estimated using item loadings from the measurement models and takes into account the measurement error variances associated with factor items.

Construct validity: It reflects the degree to which a test measures some theoretical construct. Construct validity assesses the nature of the underlying variable or construct measured by the scale.

Table 1: Reliability & Validity of Latent Constructs

S. No.	Constructs	ALPHA	AVE	CR
1.	Participative style	0.79	0.63	0.78
2.	Employee satisfaction	0.82	0.59	0.88
3.	Employee performance	0.89	0.67	0.71

HYPOTHESIS TESTING

Impact of Participative Leadership Style on Employees' Satisfaction

Participative decision making approach means aiding the dialogue, encouraging employees to contribute towards ideas and processing all the accessible information to the finest verdict and play very important role in employee's job satisfaction (Maqsood, 2012).

Employee participation and involvement in decisions significantly and positively affects employee satisfaction (SRW=0.59, $p < 0.05$). When employees are free to play their roles and perform their duties and responsibilities, it results in job satisfaction and better performance.

Similar positive associations are also concluded by Mansoor & Bilal (2012) and Mester, Visser, Roodt & Kellerman (2003). In this hypothesised model, the impact of participative leadership style on the employee satisfaction is tested in which the model fit indices reveal model to be moderate fit (CMIN/DF= 3.275, GFI= 0.929, AGFI= 0.913, NFI= 0.885, TLI= 0.889, CFI= 0.928 and RMSEA= 0.033).

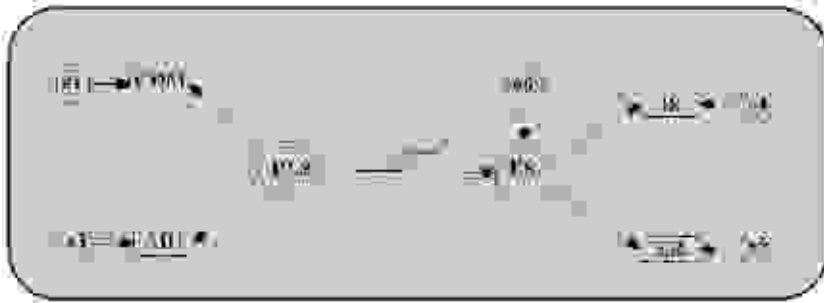


Figure 5: Impact of Participative Leadership Style on Employee Satisfaction

Keywords: PLS- Participative leadership style, ES- Employee satisfaction, CDM (Consultative decision making), MU (Mutual understanding), JS (Job success), ER (Effort recognition) are the observed variables, e1-e6 are the error terms.

Impact of Participative Leadership Style on Employees' Performance

Fig. 6 shows that participative leadership style has a significant & positive impact on employees performance (SRW= 0.72, $p < 0.001$). The rationale can be that an effective leader has a responsibility to provide guidance, direction and share the knowledge with for improved work performance. This finding is similar with research study of Lo, Ramayah, De Run & Ling (2009) who revealed that when women leaders involves and consults employees in decision making process, which in turn raises the quality of their performance in the organisation. In this hypothesised model, the impact of participative leadership style on the performance of employees is empirically tested in which the model fit indices reveals model to be moderate fit as CMIN/DF= 2.829, GFI= 0.982, AGFI= 0.889, NFI= 0.984, TLI= 0.872, CFI= 0.946 and RMSEA= 0.056.



Figure 6: Impact of Participative Leadership Styles on Employee Performance

Keywords: PLS- Participative leadership style, ES- Employee performance, CDM (Consultative decision making), MU (Mutual understanding), PA (Performance achievement) & JS (Job success) are the observed variables, e1-e6 are the error terms.

CONCLUSION

Women leadership is the focus of activity through which the goals and objectives of the employees as well as organisation are accomplished and affects success & failure of the organisation. Women leaders in the different sector combine various aspects or factors of leadership styles depend on the environmental turbulence or volatility, restrictiveness and technological sophistication which influences satisfaction & performance of employees.

Based on the findings and discussion, the present research study concludes with the measurement model by integrating participative leadership style with the employees' performance outcomes. Firstly, employee satisfaction is significantly enhanced by the adoption of participative leadership style by the women leaders in education sector. In particular, the results provide an insight into the importance of accepting and implementing women participative leadership style necessary for improving their work relationship and enriching employee satisfaction & performance. Secondly, it is also confirmed in the study employees' satisfaction further leads to effective employee performance. Further, it is confirmed that women leaders are always available for employees to face job difficulties and women leaders believes that participation gives employees a sense of dignity. Finally, the study highlighted that the performance of employees of education sector is significantly affected by the appropriate adoption of women leadership style along with employee satisfaction. The present study also proves that employees working in education sector are provided with the opportunity to participate in decision making process. Education sector employees are always appreciated for their innovative ideas on work related matters which motivate them to put their best in the organisation.

MANAGERIAL IMPLICATIONS

The first and foremost implication for the education sector derives from our present research study is that the women HOD's should provide enough opportunity to their employees for participating in decision making process as employees are considered to be the pivot pillars and plays an important role in enhancing the performance at individual and organisational level.

Woman HOD's should consider the suggestions and opinions of the employees and include them in effective decision making process that develops a sense of involvement, pride, respect and confidence among them.

Women HOD's should ensure smooth flow of constructive employee feedback including suggestions and disconnects, to ensure effective planning and execution of organisational projects which improves their performance.

Women HOD's should recognise and appreciate good works of their subordinates to motivate and stimulate them to perform better.

Women HOD's should adopt monetary and non-monetary reward structure as an integral part of work appraisals for the employees.

Women HOD's should thoroughly understand their employees' requirements and provide them continuous coaching and mentoring to move them on the ladder of development, which will show an increased level of commitment, motivation, satisfaction and performance.

Women HOD's should involve employees in decision making process more briskly by motivating them to give new solutions to the problems rather than accepting readymade answers. Such behaviour would lead to higher employee engagement and also involve them more in decision making.

LIMITATION AND FUTURE RESEARCH

The present research study covers only one style of leadership i.e. participative leadership style and its impact on employee satisfaction & performance. Future study could consider the impact of other leadership style namely, transformational style, transactional style on employees' performance outcomes. Further, the study is restricted to government degree colleges operating in Jammu division but future research could be conducted by making a comparative study between private and public colleges. The study is confined to education sector only; other service sector like banking, health care can be undertaken in future

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