

Impact of Participatory Leadership Style and Organizational Commitment On Employee Productivity at Samson Rubber Industries (PVT) Ltd

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Abstract: The leadership style of a leader will not only affect to achieve organizational goals, but also employee performance. But in management research area the Participatory Leadership had played an extensive role and it influences on employee productivity. This study attempts to identify “Impact of Participatory Leadership style and Organizational Commitment on Employee Productivity at Samson Rubber Industries (PVT) Ltd”. For the quantitative survey, a total of 253 questionnaires were collected and the population of this study was one of the plants which is consist of 1250, in Samson Rubber Industries (PVT) Ltd. A survey was carried out covering the sample size of 300 Employees. The effective response rate is 84% and the results show that the productivity of employees is moderate and positively influenced by participatory leadership. In addition to that, there is no mediating effect of organizational commitment between Participatory Leadership and Employee Productivity. Thus, research findings remind organizational managers should work as leaders and explore the participatory leadership styles to improve the productivity of employees and thereby it will eventually improve employee’s organizational commitment. The results of this research are thought to be very helpful in future studies and it can be conducted as a case study for other organizations. Correspondingly, it can be conducted based on other leadership styles with employees and depending on the industry area leadership styles can be changed and it will be beneficial for the development of employee productivity.

Keywords: *Employee Productivity, Organizational Commitment, Participatory Leadership*

Introduction

Organizations working in a highly competitive market are experiencing a labor shortage. Any leader's main concern is finding a professional worker with excellent communication skills, job knowledge, and experience. Survival in the marketplace, especially in the manufacturing sector, will be a challenge if the business does not perform well. The success or failure of any company is largely determined by its leadership. A leader is someone who encourages his subordinates to work well in order to achieve specified objectives by influencing, directing, and motivating them

to carry out specific tasks. With respect to the organization’s perspective to follow their evolution, it is necessary to examine organizational leader’s behaviours precisely in all organizational levels to achieve their goals (Mohammed, 2010).

The ability of the company to solve problems is the most important factor in its success. Employees must align their personal objectives with those of the company. Participative leadership allows workers at all levels of the organization to be involved in decisions that affect their overall well-being (Duncan, 2014). Employee efficiency and participative leadership are

inextricably connected. As a result, efficiency is a common metric for evaluating the success of businesses (Newlin, 2009). Productivity, on the other hand, can be measured in a number of different ways. It can be measured in terms of production, revenue, profits, job efficiency, and on-time completion of processes (Culnan & Bair, 1983; Pritchard, 1990).

Another cultural factor that has been associated with employee productivity and participatory leadership is organizational commitment. There has been an explosion of interest in the concept of high performance-high commitment work systems, of which an underlying premise is that superior technology, efficient task design, congruent structure and processes, and good planning are necessary but not sufficient for high performance, productivity, or quality (Woodman, 1989). Some scholars have argued that individuals and work groups must be committed to make the technology, task design, structure, and strategy work. As stated by Passmore and Fagans (1992), although mentioning participative management as having positive effects on productivity, also referred to commitment as a contextual factor that determines the effectiveness of participation in organizations.

Organizational commitment is a psychological state that characterizes employees' relationships with the organization or its implications that affect whether employees will survive in the organization or not (Zurnali, 2010). Commitment is an important factor in an organization, because commitment plays a role to form a unity of work teams that have an impact to improve performance to achieve organizational goals (Clark, 1996).

As a result, organizational commitment is essential for keeping employees in the company and for retaining organizational productivity. Employees can resign from the company if there is a lack of organizational

commitment. As a result, the company will have to spend a significant amount of money and time recruiting new workers, resulting in lower productivity. According to the research, employee productivity can be influenced by both Participatory Leadership and organizational commitment. As a result, the main goal of this paper is to examine the potential impact of Participatory Leadership on employee productivity, as well as the moderating effect of organizational commitment on the involvement-productivity relationship.

Introduction to the Organization

The project on Impact of the Participatory Leadership Style and Organizational Commitment on Employees' Productivity at Samson Rubber Industries (PVT) Ltd is carried out based on the company which was established in 1983 as a member of the DSI Samson Group for the manufacture of pneumatic tyres & tubes which is one of the leading tyre manufacturers in Sri Lanka. There are around 2500 no of employees working for Samson Rubber industries (PVT) Ltd (DSI Tyres), manufacturing about 8.5 Mn Tyres annually for local & export markets, the average annual revenue is around Rs. 11,000Mn. (Source: Internal Sales Report).

Samson Rubber Industries (PVT) Limited started exports in 1991 and achieved a steady growth over the period and won the prestigious awards in national and international level. DSI Tyres currently serves more than 70 countries across 6 continents.

This company codes of ethics respects the legal obligations of businesses within Sri Lanka as well as overseas, and recent approaches such as the "go-green" concept and "green labelling" has made DSI Tyres more competitive and a leading tyres manufacturer. Keeping abreast of recent developments, the company complies with REACH regulation of the EU, especially in respect of substances of very high concern.

Problem Statement

Participatory leadership will be the most effective mechanism to improve employee productivity when it uses in proper way. Samson Rubber Industries is also very interested in applying this concept to achieve ultimate goal through productivity improvement. Hence the company has initiated different activities to align with this concept. But company has no clear understanding about the impact of participatory leadership for the employee productivity due to unavailability of this kind of research within the industry. In fact, Top Management has a problem when implementing this leadership style. Therefore, it is required to measure the impact of the Participatory Leadership Style and Organizational Commitment on Employees' Productivity at the company.

Having considered the situation discussed above, the main problem statement and the research questions of the current study was raised as follows.

To determine the impact of participatory leadership style and organizational commitment on employee productivity at Samson Rubber Industries (PVT) Ltd.

1. What is the impact of Participatory Leadership Style on Employees' Productivity at Samson Rubber Industries (PVT) Ltd?
2. What is the impact of Participatory Leadership Style on Organizational Commitment at Samson Rubber Industries (PVT) Ltd?
3. What is the impact of Organizational Commitment on Employees' Productivity at Samson Rubber Industries (PVT) Ltd?
4. What is the mediating effect of Organizational Commitment between Participatory Leadership Style and Employees' Productivity at Samson Rubber Industries (PVT) Ltd?

Objectives

The prime purpose of this research study is to examine the impact of Participatory Leadership on employee productivity, as well as the moderating effect of organizational commitment. Moreover, following secondary objectives were established to facilitate the achievement of the prime purpose.

1. To evaluate the impact of Participatory Leadership Style on Employees' Productivity at Samson Rubber Industries (PVT) Ltd
2. To evaluate the impact of Participatory Leadership Style on Organizational Commitment at Samson Rubber Industries (PVT) Ltd
3. To examine the impact of Organizational Commitment on Employees' Productivity at Samson Rubber Industries (PVT) Ltd
4. To determine the mediating effect of Organizational Commitment between Participatory Leadership Style and Employees' Productivity at Samson Rubber Industries (PVT) Ltd

Literature Review

Participative leadership

Wagoner said this is seen as an effective option. Compared to other typical styles, delegative leaders rarely make decisions; leave this portion to employees. Most of these leaders' delegate responsibility to their employees and offer guidance to trusted team members. Graver and Austin claim that a participatory style will be unproductive in the short term. But over a longer period of time, this style is more productive for an organization. This productivity increases due to the feeling of empowerment and a greater commitment to their work and departmental goals.

Northouse argues that the participatory leadership style: Leaders invite and

encourage team members to play an important role in the decision-making process, although the final decision-making power rests with the leaders. Do leaders tell and guide employees what to do? and how to do it. And, on the other hand, employees communicate their experience, suggestions and recommendations to the leader. The main benefits of this style of leadership are that it leads to satisfied, motivated and more qualified employees. It leads to an optimistic and open work environment and also encourages creativity. The only negative aspect of this style of leadership is that it is more time consuming. Mullins, Kerr of participatory leadership is that process and behavior that enables the development of additional leaders who can serve the organization at a later date or in the future. Because advocates of this leadership who favor this style claim that these types of leaders encourage the active participation of employees in the team, people are rarely able to express their creativity and express skills and talents that would not otherwise become apparent.

The initial empirical investigation supported a five-factor model. Conceptual judgments of the items, however, provided support for five factors: Leading by Example, Coaching, Participative Decision-Making, Informing, and Showing Concern/Interacting with the Team. Some of these categories of leader behaviors are similar to those found in the existing leadership literature, namely: coaching and training, and communicating with work groups. However, the ELQ behavioral categories seem more characteristic of the roles and activities of leaders of empowered teams, as described by Manz and Sims (1987) and Manz (1990).

Organizational Commitment

Be loyal to the company, and the company will be loyal to you, an emblematic creed of the past era (Mowday, Porter and Steers, 1982), obviously understands the complexity involved in the attitude and behavior of a person within their organization of employment. . The term commitment means "commitment or participation that restricts freedom of action" (Oxford Dictionary). The concept of engagement in the workplace remains a highly researched topic and an intriguing feature of employee behavior.

According to, commitment is a belief that reflects the strength of an employee's attachment to an organization. The Organizational Employee Engagement Policy can be used to enlist the support of employees and, in turn, maximize the benefits receive from employees with increased productivity and individual performance, it also increases in the same proportion. Commitment is a measure of the relative strength of an employee's identification with a stake in a particular organization. It can also be seen as the knowledge, skills, abilities, and experience of the workforce that is useful to the organization only if employees are willing to apply it to achieving the organization's goals.

The three-component organizational engagement model developed by Meyer and colleagues (Allen and Meyer, 1990; Meyer, Allen and Smith, 1993) has been widely used when investigating the attitudinal response of employees to facets of their work environment (Chan et al., 2006; Chen and Francesco, 2003; Johnson, Groff and Taing, 2009). Distinguish between three "mentalities" that characterize the relationship that people have with their employment organization. The first affective commitment is defined as the extent to which individuals feel attached or

identified with your employing organization (van Dierendonck & Jacobs, 2012). People with high levels of affective commitment remain with the organization. The second normative commitment refers to the moral feelings of individuals' obligation to the organization. People with high levels of regulatory commitment stay with the organization because they feel they should (Yang and Pandey, 2009). The third, the commitment to continuity, refers to the economic attachment of individuals to organization. It is derived from the perceived costs for individuals of ending their membership in the organization (Allen and Meyer, 1990).

Employee Productivity

Employee productivity is an assessment of the efficiency of a worker or group of workers. In real terms, productivity is a component that directly affects company profits (Gummeson, 1998; Sels et al., 2006). Productivity can be evaluated in terms of an employee's output over a specified period of time. Improving employee productivity has been one of the most important goals of any organization, leading to improved organizational success. To maintain economic growth and effective performance, it is important to optimize the contribution of employees to the objectives and goals of organizations. Employees are the organization's most important and most difficult resources. Higher levels of employee productivity give an organization and its employees several benefits. For example, higher productivity leads to favorable economic growth, high profitability and better social progress (Sharma and Sharma, 2014). Furthermore, employees who are more productive can obtain better wages / salaries, better working conditions and favorable employment opportunities. Furthermore, higher productivity tends to maximize the organization's competitive advantage by

reducing costs and improving the high quality of production (Baily et al., 2005; Hill et al., 2014; Wright, 2004). All of these benefits have made employee productivity worthy of attention. Therefore, looking at your background is very important to ensure organizational survival and long-term success.

Originated in Japan's manufacturing plants, lean manufacturing has now been embraced by large corporations. The lean manufacturing concept enables companies to remain competitive due to waste elimination, leading to lower costs and higher profitability. Toyota's pioneering work (a leader in lean production) identified the key aspects of lean production that are: time-based management, simultaneous engineering, just-in-time production (JIT), cellular production, Kaizen (continuous improvement), and improvement and Quality management.

Methodology

This study is based on epistemological research paradigm to examine the impact of participatory leadership style on employee productivity of Samson Rubber Industries (PVT) Ltd, mediating effect of organizational commitment. And also, researcher uses the deductive approach, because the study will start with theory, hypothesis, observation and come to confirmation or rejection by analyzing data. Further it was described as quantitative research because it focuses on what can be measured. The population of the study consisted 1250 employees in Samson Rubber Industries PVT Ltd including shop floor employees 950, 33 shop floor leaders, Staff 267 and the sample size of this research is based on Krejcie & Morgan's (1970) formula which is determined as 300 based on calculation for a general population and 90% confidence level and 5% of standard margin error. Since the current study is a

quantitative research, the researcher used the simple random sampling technique, which comes under the Random sampling technique to collect data. The unit of analysis of the study was individual level and the researcher gather information only on one time through a questionnaire and use cross-sectional study. Further, the researcher tests the normality, factor analysis, correlation and regression using Statistical Package for Social Sciences (SPSS) version 21 to analyze the data.

Conceptual Framework

The conceptual framework has been developed in line with theoretical and empirical justifications. The model provides the framework for the research design and data analysis. The following framework presented in figure 1 serves as a foundation to the model of the mediating effect of organizational commitment between participatory Leadership Style and Employee Productivity.

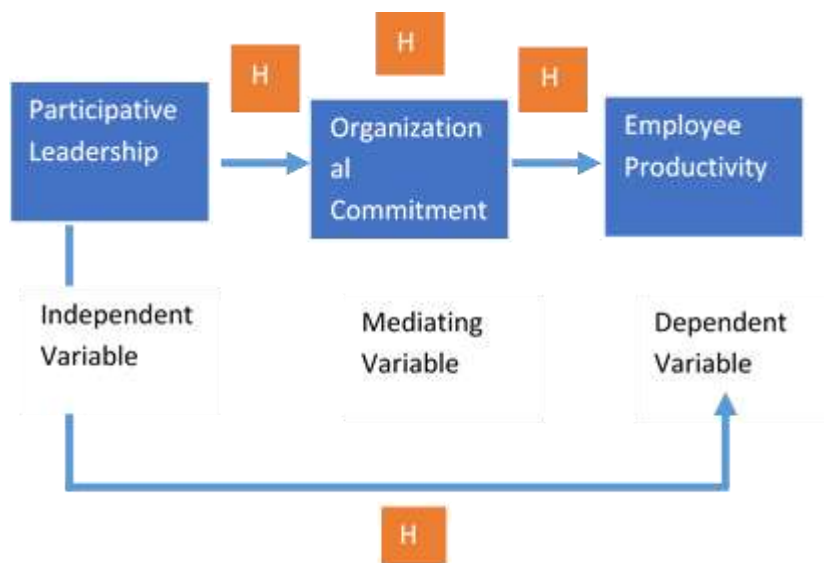


Figure 1: Conceptual Framework

Hypotheses of the study

Considering the above Conceptual framework model, the following hypotheses were developed;

H1: There is a significant impact on Participatory leadership styles and Employee productivity.

H10: There is no significant impact on Participatory leadership styles and Employee productivity.

H2: There is a significant impact on Participatory leadership style and Organizational Commitment.

H20: There is no significant impact on Participatory leadership style and Organizational Commitment.

H3: There is a significant impact on Organizational Commitment and Employee Productivity.

H30: There is no significant impact on Organizational Commitment and Employee Productivity.

H4: Organizational commitment is mediating between Participatory Leadership and Employee Productivity.

H40: Organizational commitment is not mediating between Participatory Leadership and Employee Productivity.

Research Strategy

In this study, the researcher follows the deductive approach and proven how it has done and it was obviously quantitative. The researcher has developed a model based on the existing literature and after testing it by gathered data.

Sampling Method

Sampling plan will determine corresponding value of the population and sampling process involve in defining the population, sample frame, determining sample size, specifying sampling method (random sampling) and finally collect data and asses the response rate (Hamed, 2016). Since, the Samson Rubber Industries PVT Ltd is one of the largest exporters of tyres & tube in Sri Lanka, now it has 4 plants and employ over 3000 people directly and indirectly. Because of that, it is impossible to examine entire employees for the study. Therefore, one of the plants which is consist of 1250 (shop floor employees 950, 33 shop floor leaders, Staff 267) will be taken to study this concept.

This study is a quantitative research and the researcher wants to consider above mentioned sectors to be included in the sampling frame, thus every item in the population has an equal chance being included in the sample. Therefore, this study has selected Random sampling and researcher use the simple random sampling as the technique. The sample size of this research is based on Krejcie & Morgan's (1970) formula. Sample size is determined as 300 based on calculation for a general population and 90% confidence level and 5% of standard margin error.

Analysis and Discussion

The research questionnaire was distributed among 300 employees of the company by using simple random sampling technique. Considering the usable questionnaires, the response rate of the study is 84%. 253 responses carefully evaluated and there were no missing values. Except where noted, survey items were measured on five-point Likert format scales. Response scales ranged from 1 = strongly disagree to 5 = strongly agree. Based on the research data, as a percentage of total respondence, 49.8% were males and 50.2% were females. Further, the majority belongs to age between 21 to 30 years. Therefore, sample statistics correctly shows the population age group of employees. In addition to that, as a percentage, 67.98% of the sample was single, 32.02% married. When considering their educational qualification, Out of the majority (49.4%), the percentage of employees was from the GCE Advance Level background. The combination of O/L, A/L, and Diploma levels the total percentage is 89.7%. Therefore, sample statistics clearly correspond to the population as most of the employees represent the sample are Shop Floor employees. As a illustration of ample data, the majority of employees (81%) are below 10 years' experience.

Which means they are in a much young stage. Then 19% represent work experience for more than 10 years. Then research samples represent employees who are practically related to the population. According to the population, production category employees mainly

represent the tyre manufacturing industry. Therefore, this is not a biased sample and it correctly represents the population. When considering the sample, 99.6% of employees were permanent employees which represent the whole sample.

Table 1: The Descriptive Statistics Related to Key Constructs of the Study

	PL	PRO	OC
Mean	3.9433	4.0108	3.8032
Median	4.0000	4.0000	3.8889
Mode	4.00	4.00	4.00
Std. Deviation	.56121	.42895	.53437
Variance	.315	.184	.286
Skewness	-.434	-.367	-.038
Std. Error of Skewness	.153	.153	.153
Kurtosis	.408	1.245	-.246
Std. Error of Kurtosis	.305	.305	.305
Range	2.83	2.55	2.89
Minimum	2.17	2.45	2.11
Maximum	5.00	5.00	5.00

Note: PL – Participatory Leadership, PRO- Employee Productivity, OC- Organizational Commitment

(Source: Survey Data, 2020)

Reliability Analysis

data determines by evaluating Cronbach's Alpha.

A test will be reliable when it gives the same repeated result under the same conditions. Reliability of the collected

Table 2: Reliability Analysis

Variable	Cronbach's Alpha
Participatory Leadership	.920
Employee Productivity	.848
Organizational Commitment	.812

(Source: Survey Data, 2020)

When considering the Cronbach's Alpha of the study each variable item continues to do the further analysis because

variables were tested for its internal consistency and arrived at acceptable Cronbach's Alpha value.

Normality testing

This section describes that researcher has used normality testing applications to justify whether the data set is good for statistical analysis and it was depending on Skewness index and Kurtosis value

(Kline, 2011). Skewness refers to the balance of the distribution, whereas kurtosis refers to the height of the distribution.

Table 3: Normality Testing

Variable	Skewness	Kurtosis
Participatory Leadership	-.434	.408
Employee Productivity	-.367	1.245
Organizational Commitment	-.038	-.246

(Source: Survey Data, 2020)

According to table 3, the Skewness index of independent, dependent and mediating variables is less than 3 and Kurtosis value is less than 10 (Kline, 2011) are sufficiently univariate normally distributed. Therefore, this data set is sufficiently normal. Above table three variables Skewness values are negative. That means it's a negatively-skewed distribution and curve is longer or fatter tail on the left side of the distribution.

Factor Analysis

After testing normality, the researcher wanted to identify whether independent variable (Participatory Leadership), mediating variable (Organizational commitment) and dependent variable (employee productivity) are actually measure the variables in the study. Based on Factor analysis output (Communalities), indicators having low communalities < 0.4 doesn't contribute much to measuring the underlying variable. Indicators with high values are well represented in the common factor space.

Assumptions Checking

Another implicit assumption of all multivariate data analysis techniques is linearity (Hair et al., 2010). The most common methods of assessing linearity are visual examining of bivariate scatter plots of the variables and identifying nonlinear patterns in data (Hair et al., 2010) and examining the residual plots (Saunders et al., 2011). Thus, two scatter and residual plots were drawn to examine linearity between variables. As the scatter plots took an approximately oval shape, it was concluded that straight line relationships exist between all variables. As there were no major outliers violating the assumption of linearity, there was no need for exclusion of cases or transforming of variables.

The figures in Table 4 indicate that the tolerance is far greater than .1 (Field, 2009) and the VIF is far less than 10 for each predictor (Myers, as cited in Field, 2009). Thus, the absence of multicollinearity is confirmed, and no remedial action is required.

Table 4: Multicollinearity Assessment

Model	Collinearity Statistics	
	Tolerance	VIF
PL	.676	1.479
OC	.676	1.479

(Source: Survey Data, 2020) Dependent Variable: PRO

Saunders et al. (2011) define correlation as the extent to which variables are related to each other. Correlation statistics among the variables in the model along with the control variable are calculated and shown

in Table 5. According to Table 5, all the constructs are positively related to each other and therefore as one variable increases, the other would also increase.

Table 5: Correlation Assessment

	PL	PRO	OC
Participatory Leadership			
Employee Productivity	.651**		
Organizational Commitment	.569**	.542**	

**, Correlation is significant at the 0.01 level (2-tailed).

PL- Participatory Leadership, PRO – Employee Productivity, OC- Organizational Commitment

(Source: Survey Data, 2020)

The study conducted to test statistic used to detect the presence of autocorrelation at lag 1 in the residuals from a regression analysis. The Durbin-Watson statistic will always have a value between 0 and 4. A value of 2.0 means that there is no autocorrelation detected in the sample. Values from 0 to less than 2 indicate positive autocorrelation and values from 2 to 4 indicate negative

autocorrelation. In this study, the result is 1.660 and which indicates positive autocorrelation.

In addition to that, the plot the standardized values our model would predict, against the standardized residuals obtained. All the dots should be between +3 and -3 and Dots should be evenly distributed. Below figure 2 will show the result is in line with the assumption.

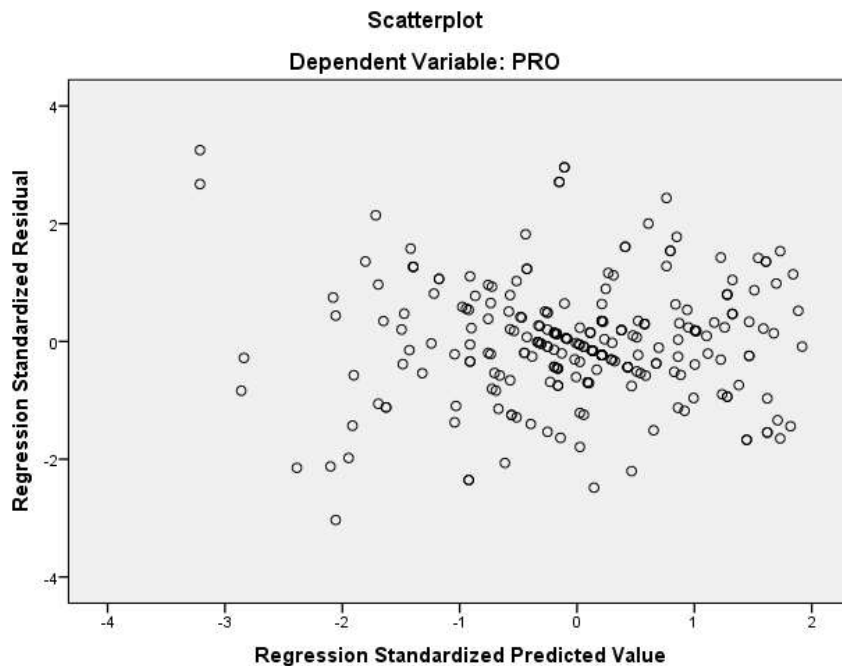


Figure 2: The Variance of the Residuals is Constant- Homoscedasticity

(Source: Survey Data, 2020)

Further, Normal probability plot for Y-
*ZRESID and X- *ZPRED. The closer the
dots lie to the diagonal line, the closer to

normal the residuals are distributed. All
the residuals are normally distributed and
therefore can be satisfied.

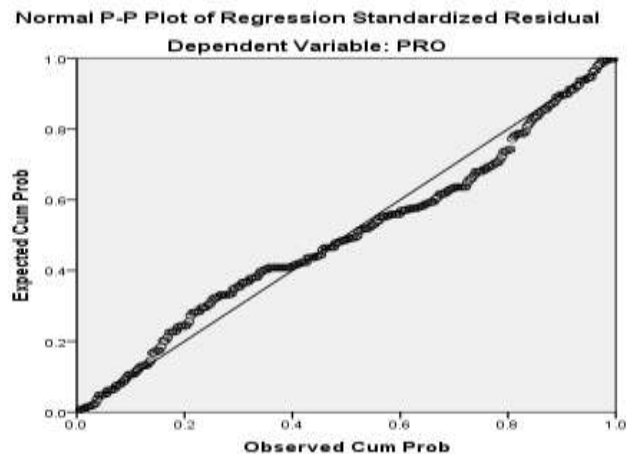


Figure 3: The Values of the Residuals are Normally Distributed

(Source: Survey Data, 2020)

Testing of Hypotheses

There are four hypotheses in this study to be tested. Hypotheses are testable propositions stating a significant relationship between multiple constructs (Saunders et al., 2011). Out of the various methods of hypotheses testing, as the present study is testing for a relationship and an impact; regression analysis is used (Foster, 2001).

H1: There is a significant impact on participatory leadership styles and employee productivity.

Participatory Leadership and Employee productivity were the correlation tested between variables created as PL and PRO.

Table 6: Correlation Between Participatory Leadership and Employee Productivity

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	2.049	.146	14.046	.000
	PL	.497	.037	.651	.000

**, Correlation is significant at the 0.01 level (2-tailed).

(Source: Survey Data, 2020)

According to table 6, Pearson Correlation between Participatory leadership and Employee productivity (R value) is 0.651. The P value is 0.000 level (2-tailed) which is less than 0.01. Hence the relationship between Participatory leadership and Employee productivity is significant.

Therefore, there is a significant moderate positive relationship between Participatory leadership style and Employee productivity. Thus, H1 is accepted and the null hypothesis is rejected.

Table 7: Regression Analysis for Participatory Leadership and Employee Productivity

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.651 ^a	.424	.421	.32633	.424	184.420	1	251	.000

a. Predictors: (Constant), PL

(Source: Survey Data, 2020)

According to Table 7, “R Square” means the impact to the dependent variable. Therefore, it shows that there is 42.4% variation in Employee Productivity is explained by Participatory Leadership.

H2 - There is a significant impact on participatory leadership style and organization commitment

Table 8: Correlation between participatory leadership and organizational commitment

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.667	.197		8.467	.000
	PL	.542	.049	.569	10.963	.000

(Source: Survey Data, 2020)

According to table 8, Pearson Correlation between Participatory leadership and Organizational Commitment (R value) is 0.569 and it implies that there is a moderate positive relationship between two variables. The P value is 0.000 level (2-tailed) which is less than 0.01. Hence the relationship between Participatory

leadership and Organizational Commitment is significant. Therefore, there is a significant moderate positive relationship between Participatory leadership style and Organizational Commitment. Thus, H2 is accepted and the null hypothesis is rejected.

Table 9: Regression Analysis for Participatory Leadership and Organizational Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
					R Square Change	F Change	df1	df2	Sig.	F Change
1	.569 ^a	.324	.321	.44029	.324	120.194	1	251	.000	

a. Predictors: (Constant), PL

(Source: Survey Data, 2020)

According to Table 9, “R Square” means the impact to the dependent variable. Therefore, it shows that there is 32.4% variation in Organizational Commitment is explained by Participatory Leadership.

H3 - There is a significant impact on organization commitment and employee productivity

Table 10: Correlation Between Organizational Commitment and Employee Productivity

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.357	.164		14.410	.000
	OC	.435	.043	.542	10.212	.000

(Source: Survey Data, 2020)

According to Table, Pearson Correlation between Organizational Commitment and Employee productivity (R value) is 0.542

and it is also implying that there is a moderate positive relationship between two variables. The P value is 0.000 level

(2-tailed) which is less than 0.01. Hence the relationship between Organizational Commitment and Employee productivity is significant. Therefore, there is a significant moderate positive relationship

between Organizational Commitment and Employee productivity. Thus, H3 is accepted and the null hypothesis is rejected.

Table 11: Regression Analysis for Organizational Commitment and Employee Productivity

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			
						F Change	df1	df2	Sig. F Change
1	.542 ^a	.294	.291	.36126	.294	104.279	1	251	.000

a. Predictors: (Constant), OC

(Source: Survey Data, 2020)

According to Table, “R Square” means the impact to the dependent variable. Therefore, it shows that there is 29.4% variation in Employee Productivity is explained by Organizational Commitment.

H4 - Organizational commitment is mediating between participatory leadership and employee productivity

This hypothesis tests the mediating effect between independent and dependent variables. Mediator analysis is used to check the significance of the mediating effect. For this analysis, the researcher has used Sobel Test to check the mediating effect. According to this study mediating variable is Organizational commitment. Following figure represents the model for mediator testing.

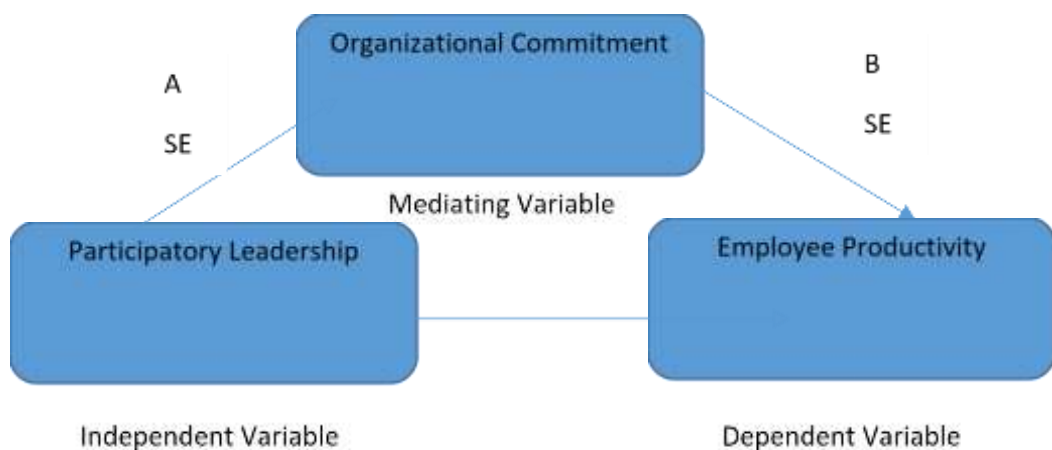


Figure 4: Mediator Testing

A = Regression coefficient for the association between participatory leadership and organizational commitment.

SEA = Standard Error of A.

B = Regression coefficient for the association between organizational commitment and employee productivity.

SEB = Standard Error of B.

After the calculation, the p value is 0.00 and it is less than 0.05 which is significant. Sobel test statistic value is 7.46 and the deciding factor is between -1.96 and +1.96 (Sobel, 1982). But the test statistic value is greater than 1.96. Therefore, it is

concluded that there is no mediating effect of Organizational Commitment between Participatory Leadership and Employee Productivity. Thus, H4 is rejected and the null hypothesis is accepted.

Finally, researcher tested Correlation between participatory leadership characteristics and employee productivity

Participatory leadership characteristics (coaching, leading by example, informing, showing concern/interacting with the team, participative decision-making) variables created as PLC, PLL, PLI, PLS and PLP to check the correlation with Employee Productivity (TEP). According to those variables, data output in SPSS shown in below Table 13.

Table 12: Coefficients Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.667	.197	8.467	.000					
	PL	.542	.049	.569	10.963	.000	.569	.569	.569	1.000

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	2.357	.164	14.410	.000					
	OC	.435	.043	.542	10.212	.000	.542	.542	.542	1.000

(Source: Survey Data, 2020)

Table 13: Correlation between Participatory Leadership Characteristics and Employee Productivity

Pearson Correlation	Employee Productivity
PLC	.524**
PLL	.521**
PLI	.586**
PLS	.487**
PLP	.641**

(Source: Survey Data, 2020)

According to table 13, Pearson correlation between each participatory leadership characteristics and Employee productivity were 0.524, 0.521, 0.586, 0.487 and 0.641. It implies that all characteristics have a moderate positive relationship with the dependent variable. The P values were 0.000 level (2-tailed) which is less than 0.01. Hence the relationship between Participatory Leadership characteristics

and Employee productivity is significant. Therefore, there is a significant moderate positive relationship between Participatory Leadership characteristics and Employee productivity.

Following table represent the summary of hypotheses testing.

Table 14: Hypotheses Testing Summary

Hypothesis	Status	Justification
H1	Supported	42.4% impact (Regression) Significant moderate positive relationship
H2	Supported	32.4% impact (Regression) Significant moderate positive relationship
H3	Supported	29.4% impact (Regression) Significant moderate positive relationship
H4	Rejected	Sobel test statistic $7.46 > 1.96$

(Source: Survey Data, 2020)

Implications

When considering the practical implications of this study, it is recommended to improve the Participatory Leadership qualities in the Organization. Further, they can study how human resources management interventions deal with success of

Productivity. For this, they can arrange special leadership training programs for managers and supervisors. In order to improve the relationship between Participatory Leadership and Employee Productivity, supervisors should participate and give advises to their subordinates, helping for self-development, developing subordinator strengths, being inspired at their jobs,

provides an appealing image about what they can do, building complete faith with subordinates, encourages to think of new approaches etc.

As theoretical implications, this study can conclude that there is a significant positive relationship between, Participatory Leadership style and Employee Productivity, Participatory Leadership style and Organization Commitment and Employee Productivity. And there is no mediating effect of Organizational Commitment between Participatory Leadership and Employee Productivity. This research contribution was made to the field of Human Resource Management. How managers should behave in an organization is a core issue in Human Resource Development. This study was intended to address the gaps between theory and practice. Therefore, this research has contributed to the field of Human Resource Development and it was observed that no one has done research like this for the manufacturing industry and this is a new contribution to the theory.

Recommendations

In this study, Participatory Leadership is positively and significantly affected by Organizational Commitment. But the relationship was moderate. To increase the Organizational Commitment companies can create a strong team spirit, be transparent, and build trust with employees.

Further, Organizational Commitment is positively and significantly affected by Employee Productivity. But the relationship was moderate. Therefore, Supervisors or Managers should motivate, give rewards and recognition, and assess to solve problems of employees. Then it will create strong positive Organizational Commitment and increase Employee

Productivity. On the contrary, work stress is a negative factor effects to employee's productivity and Organization Commitment. Therefore, it is recommended to conduct stress management programs to manage stress levels effectively and it will improve the positive mindset of employees.

Hence one of the traits of an outstanding leader is the ability to develop effective interpersonal communication skills that adapt to the varied work styles, culture, and needs of employees. Attention to the needs of a diverse workforce will encourage employees to productivity well.

In the modern context, Emotional intelligence is another important ability that a leader should have. Leaders should be able to understand and manage their subordinate's emotions. Emotional intelligence consists of five components and motivation, social skills and empathy are useful components in managing subordinates. When motivating employees, the leader should focus on employee generations and change the motivation tools accordingly. Because of each generation's response in a different manner for the motivation.

Limitations of the Study

The researcher's objective was to identify "Impact of Participatory Leadership style and Organizational Commitment on Employee Productivity. The current researcher only considers about the Samson Rubber Industries (PVT) Ltd which was one of company in tyre industry in Sri Lanka. Taking data from one industry itself limits the generalizability of the information. Therefore, it is advised for the future researchers to consider other industries, without considering only one industry if the researchers need to come to a very practical conclusion. And the data was only gathered by the questionnaire. It may

not be enough. And participants may not have enough time to read and reply to the questionnaire as well. It can also be recognized as another limitation of the research.

The other limitation was the absence of sufficient literature on this research area in the Sri Lankan context. The researcher has identified that it was hard to collect information on the Sri Lankan tyre manufacturing industry relates to participatory leadership. Another issue was this study had discussed about only the participatory Leadership. According to literature, there are other leadership styles applied in manufacturing plants and other industries which affect employee's productivity.

There was a limitation on data collection. The researcher was unable to achieve a complete sample. The sample needed was 297. But 253 employees responded, and the response rate was 84%. This research questionnaire is fundamentally evaluating their supervisor's leadership styles. When distributing this questionnaire to employees, some were refused to give responses. Because they think feedback on their supervisors may affect them.

Conclusion

The impact of Participatory Leadership style is considerably significant and very much vital when Productivity is executed. The empirical research in the context of manufacturing organizations in Samson Rubber Industries (PVT) Ltd indicates the fact that role of Participatory Leader's qualities directly impacts Productivity. Considering the objectives, the first objective of the study was to identify the relationship between participatory leadership style and employee productivity. Statistical

analysis showed that there is a significant moderate positive relationship between Participatory leadership style and Employee productivity. Also, it shows that there is a 42.4% variation in Employee Productivity is explained by Participatory Leadership. Thus, although the 1st objective was achieved, the relationship was moderate.

The second objective of the study was to identify the relationship between Participatory leadership style and Organization Commitment. According to statistical analysis, it was proved that there is a significant moderate positive relationship between Participatory leadership style and Organizational Commitment. Also, it shows that there is 32.4% variation in Organizational Commitment is explained by Participatory Leadership. Thus, 2nd objective is achieved and the relationship and impact were moderate. The third objective of the study was to examine the relationship between Organizational Commitment and Employee Productivity. there is a significant moderate positive relationship between Organizational Commitment and Employee productivity. Also, it shows that there is a 29.4% variation in Employee Productivity is explained by Organizational Commitment. Thus, 3rd objective is also achieved and the relationship was moderate. The last objective of the study was to identify the mediating effect of Organizational commitment between Participatory Leadership style and Employee Productivity. According to Sobel test statistics value, there is no mediating effect of Organizational Commitment between Participatory Leadership and Employee Productivity. Thus, the last objective is not achieved and there is no mediating effect.

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