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# **Antecedents and consequences of participation in decision making in public sector organization**

**Khalid Al-Hashimi , Vishanth Weerakkody , and Uthayasankar Sivarajah**

Bradford University School of Management

## **Abstract**

Successful organisations have effective decision-making processes as a key element in their success. However, employees need to be encouraged to participate in decision making in order to enrich this process. The aim of this study is to investigate the antecedents and consequences of participation in decision making at the Ministry of Justice in Qatar. A survey was distributed through the internal mail system of the Ministry of Justice and 110 responses were collected. Results show that task variety and organisational motivation were the factors that had a significant influence on Participation in Decision Making (PDM). In addition, results also show that PDM had a significant influence on organisational commitment and job satisfaction. In this document, the implications of the results are discussed, the research limitation is provided and future research is suggested.

**Keywords:** Participation in Decision Making (PDM), Tenure, Motivation, Task Variety, Organisational Commitment, Job Satisfaction, Qatar.

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## **1. Introduction**

There is an assumption that the senior executive is the only person able to make decisions, but this is a grave mistake because making decisions is an important skill for each person at managerial level within the organisation (Drucker 1967). The decision-making process is considered a crucial element to the success of any organisation, and forms the basis of an effective leadership. The decision-making process is also primary for jobs and tasks within the organisation. Essentially, the success of a decision maker, whether they are the manager or the employee, relies on the decisions taken and the extent to which these decisions turn out to be a success. The decision-making process can be considered as the thrust that drives human resources to produce the required results. Hence, there is a need to comprehend the decision-making process. PDM allows the organisation to achieve the position it is aiming for. The decision-making process is interlinked with individuals and their work because it is a main task of the administration, which primarily centres on administrative work (Li et al. 2017). Employee participation in decisions gives employees a degree of autonomy in performing their work by allowing them to express opinions about their tasks and about other jobs in the organisation. Enhancing the level of PDM can have a positive effect on work-related outcomes such as commitment and satisfaction (Scott-Ladd and Marshall 2004; Malik and Narang 2015). Participation in decision making involves employees willingly contributing their ideas with the aim of helping their firm achieve its vision and mission and improve its performance and profit

maximization However, to have good participative decision-making, organisations need to provide an appropriate environment to encourage a healthy participative decision-making process. The top down structure is one of the barriers that PDM face especially in developing country contexts. This study aims to validate the antecedent variables that influence participatory decision making and its consequence on employee work outcomes in the context of Qatar, one of the richest developing countries in the Middle East. Qatar has been chosen as the empirical context for the study due to the rapid developments that are taking place in the country to nationalise its workforce and to develop professional practices, including in decision making processes across organisations. It offers a rich context and the time horizon to examine employee's perception of decision making and their views on task variety, organisational commitment and job satisfaction

To realise the research aim, the literature is reviewed and a conceptual model is presented. A questionnaire with 47 questions was distributed among employees of the Ministry of Justice in Qatar. The collected data was then analysed by using structural equation modelling using SmartPLS software. Finally, the revised model was drawn based on the analysis, and was followed by a discussion and conclusion.

## **2. Literature Review, Conceptual model and hypotheses development**

The conceptual model includes six variables and these variables have an impact on PDM. Researches reviewed the literature to explore its relationship with PDM antecedently and consequently. This conceptual model will go over the tenure (Ashmos et al. 1998), Task variety (Zaniboni et al. 2014), Organisational Motivation (Zubair et al. 2015; Scheers and Botha 2014), and its importance and positive relationship towards the level of PDM (Choy et al. 2016; Lambert and Hogan 2009). Moreover, we will provide an overview of the impact of PDM on producing better work-related outcomes (Scott-Ladd and Marshall 2004; Metheny et al. 2015; Malik and Narang 2015). There are other variables that might affect the PDM, but it is impossible to consider all of them in a single model as our rationality is bound by psychological and sociological factors (Teale 2003), and as the significant variables based on the provided literature reviews are significant variables.

Generally, there has been limited research into the influence of PDM and its outcome, especially in structures with a prominent managerial hierarchy like ministries. This research therefore seeks to fill this gap.

### **2.1 Relationship between Tenure and Participation in Decision Making**

The tenure of the Top Management Team and the CEO refers to the length of service within an organisation, an industry or a tenure in a top management team (Finkelstein and Hambrick 1990; Wiersema and Bird 1993). Organisational tenure is considered as a most important tenure as it has the highest correlation with other measurements of tenure (Finkelstein and Hambrick 1990). In other words, operationalised tenure in the organisation measures other tenures as well. The

tenure length influences the organisational process and its outcomes in different ways (Goll and Rasheed 2005).

On the one hand, high average organisational tenure leads to certain practices such as the commitment of maintaining the organisational status quo (Staw and Ross 1980; Hambrick et al. 1993), more resistance to consider a strategic change (Wiersema and Bantel 1992), less willingness to innovate (Bantel and Jackson 1989), and better understanding of organisation's politics and procedures (Kanter 1977).

This study assumed that by holding all other constraints constant, tenure has a direct relationship with the probability of any employee participating in the decision-making process. For instance, an employee who has been working in a firm for a long time can be more willing to suggest ideas or express his own perspective on ideas regarding the wellbeing of the workers and the firm than a worker who has stayed in the same firm for less time.

The longer the stay the more a worker builds trust with the firm and management as a whole. If management wants to implement any law, regulation or status that may have negative effects on the workers or on the profitability of the firm, the workers with the longer tenures are likely to be the first to suggest an alternative option. Most probably, the option will favour both the firm and the workers equally as compared to decisions made by the owners that may be more biased.

However, long-tenured CEOs in hierarchical decentralisation organisations have higher levels of participation in decision making (Shepherd and Rudd 2014). Having said that, there are no clear findings of the influence of tenure in PDM at the hierarchical centralisation organisations.

This gap in literature will be filled by the following hypothesis:

***H1: High average organisational tenure has a positive impact on participation in decision making at government sector organisations.***

## **2.2 Relationship between Task Variety and Participation in Decision Making**

Task Variety is known as the degree to which a job entails that the employee is obligated to execute various tasks when performing his/her job (Zaniboni et al. 2014). It is based on the workers' abilities to handle a variety of tasks that require a challenging set of skills (Gillet and Vandenberghe 2014). In relation to the nature of the challenging tasks, McClelland states that employers are the ones to push employees to seek new job challenges and responsibilities that will help them identify their skills. At times, other workers in a firm may enjoy being involved in the decision-making process whether directly or indirectly. For instance, the top management team always has the upper hand in being involved in decision-making processes as compared to subordinate and other staff members. Some roles and responsibilities may involve creative and critical thinking, problem solving, research and other related skills that are essential skills for company decision making. With that said, we could clearly claim that task variety has an impact on the decision-making process.

This implies that workers should occasionally rotate jobs in order to understand their skill variety and their competency area. This will result in them having better knowledge and will challenge them to participate in the decision-making process.

***H2: Task variety has a positive impact on participation in decision making at government sector organisations.***

### **2.3 Relationship between Organisational Motivation and Participation in Decision Making**

Motivation is defined as a series of moves or steps that an individual performs that show his/her dedication to execute the job (Ramlall 2004). An effective motivational program would ensure that all workers are delighted and satisfied with their current role in the firm. This will then create a joyful working environment for every employee and make a better workplace for all. Since all workers are happy and want to maintain that happiness, the probability of participation in decision-making process would be high in such an environment. Moreover, motivation has been viewed as the alignment of personal goals with organisational goals by choice (Robson 2005). Schopman et al. (2017) examined motivation and defined it as the desire and willingness to put some effort in order to implement the organisation's goals. The authors explained that motivation should not be linked only to the willingness of the employee but should also come from the organisation and the steps it takes to enhance the motivation of employees by providing a motivational atmosphere. Drake et al. (2007) regarded motivation as a key success factor for any organisation. It helps employees to learn how to perform their jobs which leads them to take a role in making decisions (Scheers and Botha 2014). Irawanto (2011) argued that motivation and PDM are positively related. Garg and Rastogi (2006) illustrated that employees that exhibit high motivation take part in decision making and show high levels of performance. This strong relationship between motivation and PDM is explained by the desire of the individual to show his/her best which is mapped to high levels of willingness to play a role in making the decisions in the organisation (Zubair et al. 2015). As noticed in some previous literatures, there is a positive relation between motivation and PDM. However, the context of developing economies has been ignored in the subsequent literatures, hence, the following hypothesis proposes to explore if the relationship remains positive between motivation and PDM in the government sector in the context of developing countries.

***H3: Organisational Motivation has a positive impact on participation in decision-making government sector organisations.***

### **2.4 Participation in Decision Making (PDM)**

PDM is defined as the perception of an individual regarding his/her influence on the decisions that are taken within the organisation (Lambert and Hogan, 2009). Participation in decision-making is linked to organisational commitment (Lambert and Hogan 2009; Smeenk et al. 2006). Participation in decision making is described as a leader meeting with his subordinates and discussing with them their administrative problems and the best possible solutions for them - in so doing, the

subordinates have a boost to their confidence in developing appropriate solutions to administrative problems (Ding and Shen 2017). Decision making may be the most important type of thinking, as it involves selecting other mental performance strategies (Waas et al. 2014). Participation in decision making also means that individuals are mentally engaged in the work that helps to contribute to the objectives of the group and the participation of those responsible for them, thus helping to realise the expected results of participation (Chaouachi et al. 2010). Yadav and Rangnekar (2015) stated that PDM can be viewed from various angles. It allows employees to become influential in the organisation through being an effective member of the organisation and having a good informal relationship with top management (Waas et al. 2014). It shows that PDM is key to exhibiting high organisational commitment and job satisfaction (Choy et al. 2016; Lambert and Hogan 2009). PDM is considering a mediating variable in this research between three antecedent variables and three consequence variables of PDM. The antecedent's variables are: tenure, task variety and organisational motivation, and its hypothesis is explained under each one above. While the consequence's variables are: organisational commitment and job satisfaction, and its hypothesis is also under each one. PDM is a mediating variable in this research so there is no hypothesis for PDM itself as there are other antecedent and consequence variables that have a relationship with PDM.

## **2.5 Relationship between Participation in Decision Making and Organisational Commitment**

Organisational commitment is one of the most important elements of employment. It is related to the presence of emotions and feeling of oneness with the organisation. Canipe (2006) examined organisational commitment and described it as the association that employees have with their organisation. However, the commitment has three main components: Affective, Continuance and Normative (Boehman 2006; Canipe 2006). Affective commitment is about the affection that employees have towards their organisation and it stems from their willingness to do their best on the assigned tasks (Klein et al. 2009). Continuance commitment explains the employee's evaluation of the cost of staying in a job, which is much less than quitting their job, resulting in commitment due to the need for survival (Mayer and Allen 1997). Normative commitment is the tendency of an individual to become associated with an organisation because others are doing the same.

This study assumes workers who participate a lot in the decision-making process have a positive perception of the firm and wish for a positive impact on the growth of the firm they are working with. These are the type of employees who always look forward to coming to work each morning and who are ready to face any challenges they may meet in their workplaces. For an employee to be committed to their job, they first have to be happy with their current role. With that said, happy workers are most likely to be the ones who actively participate in the decision-making process within their firms.

However, the relationship between organisational commitment and PDM in the government sector in developing countries is neglected and the need for further research to assess whether there is a relationship between them or not is important. Therefore, the following hypothesis is proposed:

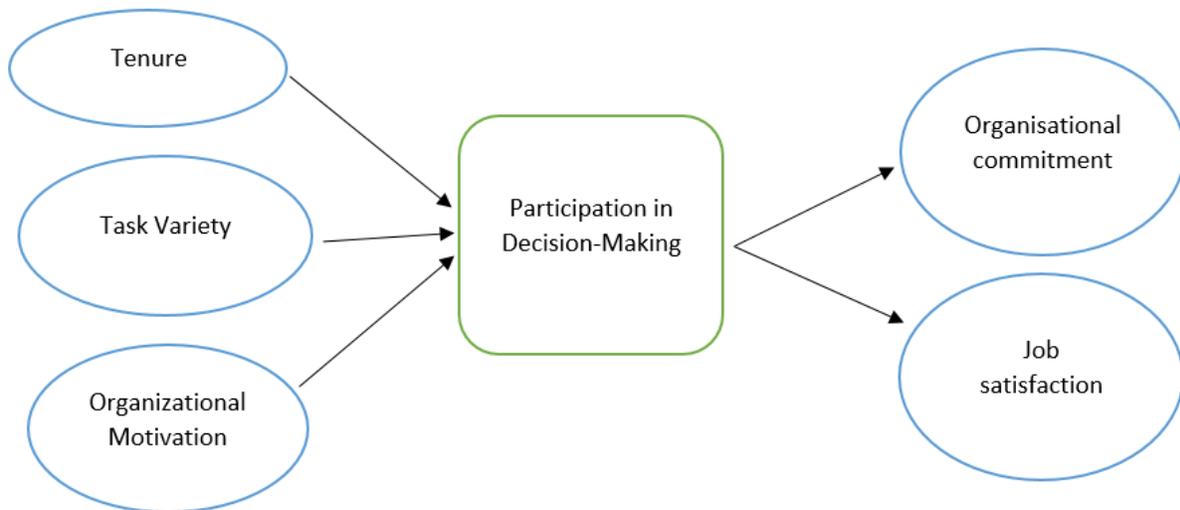
***H4: Participation in decision-making has a positive impact on the organisational commitment of employees in the government sector.***

## **2.6 Relationship between Participation in Decision Making and Job Satisfaction**

Job satisfaction has been extensively researched over the past few decades (Rayton 2006). It is described as a form of attitude that the employee exhibits towards their own job or organisation (Luthans 2007). Yousef (2017) defined job satisfaction as the affection that one has for jobs with all their details and tasks. Hence, it is an emotional response. For this reason, job satisfaction plays a significant part in enhancing the employee levels of commitment towards his/her organisation. Job satisfaction is also considered to be an internal driver that pushes an employee to become happy with their own job (Loi et al. 2014). This study hypothesises that workers with above average participation in decision making have a high probability of being satisfied with their jobs, roles and responsibilities as defined by the firms they are working for. It is crucial for all employers to make sure that all their workers are happy with their roles as this will directly impact on the service delivery or goods production limits of the firm as well as its success.

However, is the level of job satisfaction affected by the level of PDM in the developing government sector context? The answer to this question is scientifically unobvious as there are no proceeded studies that answer this directly. Hence, the following hypothesis is proposed.

**H5: Participation in decision making has a positive and significant impact on job satisfaction of employees of government sector organisations.**



**Fig. 1: Conceptual model**

Fig. 1 presents the proposed conceptual model depicting the eight hypothesised relationships, which is based on the studies by (Ashmos et al. 1998) Scott-Ladd and Marshall 2004; Metheny et al. 2015; Malik and Narang 2015). The model demonstrates the presence of an association between tenure, task variety and organisational motivation with the participation of decision making. In addition, the model also attempts to assess the impact of PDM on organisational commitment and job satisfaction.

### **3 Research Methodology**

#### **3.1 Data collection and sample**

A questionnaire was formulated for collecting data. The questionnaire was divided into two sections. The first section contained questions related to the demography of the respondents such as the length of tenure; this is information that will be used to test hypothesis 1. The second section contains statements that are used to measure the other research hypothesis. These statements are built based on a 7-point Likert scale. According to Chyung et al. (2017), a 7-point Likert scale is an optimal option when collecting data through a survey because it allows the collected data to be an approximate perception of what the participants think of the research variables and it gives more options for respondents. Prior to conducting the study, a pilot study was performed where 10 random respondents were asked to take the questionnaire and evaluate the statements. The purpose of this practice is to determine the level of understanding of the statements and to clear any doubts about the meaning. A few participants thought that participation in decision-making process statements needed to be clarified as some were not very clear. Comments were taken into consideration and amendments made to the questionnaire.

The target of this study was all administrative employees of the Ministry of Justice in Qatar. The rationale behind the selection of this target population is that Qatar is considered as a developing country and the Ministry of Justice as a government organisation. In addition to this, the Qatari Ministry of Justice have a purely pyramidal organisational structure. Hence, the Ministry of Justice in Qatar is an optimal choice that meets the two criteria in the research aim: the government organisation and the context of the developing countries. The total number of employees of the administrative departments in the Ministry of Justice is about 400. The sample size for this study is 110 employees. The sampling method used was convenience sampling. The survey link was passed around to the selected population and data was collected over a period of two weeks.

This research has met the minimum required representative sample criteria of 91 respondents as proposed by (Marcoulides and Saunders 2006). We have collected data from 110 respondents covering 6 latent variables. In addition, previous research by (Hoyle 1995) suggested that having a sample size between 100 and 200 is adequate for carrying out path modelling.

## 4 Results

Data analysis was conducted through the statistical software SmartPLS v. 3.2.7. This statistical software has an advantage in being powerful in the precision of the results because the model is tested at once. It also does not rely on the normality of data and hence provides consistent results (Hair et al. 2016). The tools that will be used in this study are a descriptive overview of demographics, descriptive statistics and evaluation of the measurement model (convergent validity, reliability and correlation) and structural model (Structural Equation Modelling (SEM)). SEM is sometimes known as path analysis. The model fit results show that the estimated model is 0.08, which is just on the boundary of the accepted threshold of SRMR (Hair et al. 2016). Hence, the model is fitted to the data.

Table 1 shows the analysis of the demographics of respondents' information on gender, nationality, title, department, age and years of working in the ministry. The analysis of the demographics of respondents shows that majority of the respondents are females (64%) while males represent 36%. This is consistent with the data from the official census in the country, which showed that females in the Ministry of Justice occupy at least 60% of the jobs. This demonstrates the tendency of the Ministry of Justice in Qatar to be open to female employment, which presents the country in a positive light. In terms of nationality, the statistics show that the majority of respondents (76%) were Qatari. This is also consistent with the census which shows that almost 80% of the public employees are Qatari nationals.

In addition, the overwhelming majority are employees (89%) while the remainder are people in management positions. Since the questionnaire and the study is directed at employees of Ministry of Justice, there will be only a few that hold managerial positions hence the data collected is a good representation of the actual situation. Furthermore, the majority of the respondents work in the Finance and Administrative Affairs department. It is also noticed that majority of the respondents are between 30 and 50 years old. In Qatar, the average retirement age is between 50 and 55 years old, and hence this majority group age fits well with this research and should produce valuable results. Finally, it is observed that majority of the respondents have many years of experience with the Ministry. The tendency in Ministry of Justice is job stability so it is quite normal to find employees that have been working for the Ministry for 5 or more years.

Variable		Count	Percentage
Gender	Male	40	36%
	Female	70	64%
Nationality	Qatari	84	76%
	Non Qatari	26	24%
Title	Employee	98	89%
	Section Head	6	5%
	Assistant Director	2	2%
	Director	4	4%
Department	Financial and Administrative Affairs	78	71%
	Human Resources	6	5%
	Information system	22	20%
	Others	4	4%
Age	20-29 years	12	11%
	30-39 years	50	45%
	40-49 years	40	36%
	50 or above	8	7%
Years in Ministry	Less than 1 year	6	5%
	1-3 years	14	13%
	4-6 years	14	13%
	7-9 years	26	24%
	10 years or more	50	45%

Table 1: Demographics of respondents

#### 4.1 Measurement of the Model

Measurement models express construct definition via means of a set of indicators. A reflective measurement model defines the construct relationship from the construct to the indicators and is also considered to be error prone. However, this implies that changes in the evaluation trait will change as the other indicators linked to it change. The formative model as a construct is defined by a means of the linear combination of its indicators. Formative models do not involve correlated indicators. As [Baxter \(2009, p. 1377\)](#) notes, “there are often quite different possibilities for conceptualisation of what might at first sight appear to be the same construct and, most importantly, there may be quite distinct lines of enquiry underlying the multiple possible conceptualisations.”

Latent Variable	Items	Loadings	Rho_A	CR	AVE
Tenure			1	1	1
Task Variety	TVA1	0.93	0.91	0.939	0.838
	TVA2	0.953			
	TVA3	0.861			
Organisational Motivation	MOT1	0.93	0.947	0.961	0.862
	MOT2	0.919			
	MOT3	0.93			
	MOT4	0.934			
Participation in decision making	PDM1	0.586	0.855	0.882	0.519
	PDM2	0.763			
	PDM3	0.781			
	PDM4	0.764			
	PDM5	0.716			
	PDM6	0.754			
	PDM7	0.657			
Organisational Commitment	OCO1	0.692	0.871	0.808	0.518
	OCO2	0.878			
	OCO3	0.578			
	OCO4	0.699			
Job Satisfaction	SAT1	0.818	0.871	0.871	0.871
	SAT2	0.821			
	SAT3	0.924			
	SAT4	0.806			

Table 2: The reliability of the model

No data entry was removed since all indicator items were above 0.5

a: All items loadings  $>0.5$  indicates indicator reliability (Hulland 1999;198)

b: All  $Rho\_A > 0.5$  indicates indicator reliability (Nunnally 1978)

c: All composite reliability (CR)  $>0.7$  indicates Internal consistency.(Gefan et al. 2000)

d: All Average Variance Extracted (AVE)  $>0.5$  indicates Convergent Reliability.  
(Bagozzi and Yi 1988)

In SEM, the composite reliability is used to replace Cronbach's Alpha (Bagozzi & Yi, 1988). The composite reliability is used to assess whether the sample is truly free from bias or if the

responses – on the whole – are reliable. Composite reliability coefficients between 0.60 and 0.70 are considered appropriate in exploratory studies, while coefficients of 0.70 and 0.90 are considered satisfactory for the other types of research (F. Hair Jr et al. 2014). All variables tested have proven that they are free from bias and they are considered to have satisfactory reliability for the research. Since all the variables have a much higher coefficient than the minimum of 0.6, it can be concluded that high levels of internal consistency exist in the latent variables.

The variance extracted is the extent to which a measure is positively correlated with alternative measures of the same construct.

The AVE is the portion of the data (non-respective variables) that is explained by each one of the constructs or LV, respective to their groups of variables or how much, on average, the variables correlate positively with their respective constructs or LV. The AVE is the part of the data of the variables explained by each of the respective latent constructs or, in other words, the average extent to which the variables are positively correlated with their respective constructs (Ringle, Silva, & Bido, 2014). Thus, when the AVE is superior to 0.50, it is admitted that the model converges to a satisfactory result (Fornell and Larcker 1981). Therefore, all the AVEs are greater than 0.50 so we can say that the model converges with a satisfactory result.

High external loadings in the same construct indicate that the associated indicators have a lot in common with the phenomenon that the latent construct captures. This characteristic is known as indicator reliability. The external loadings of all indicators should be statistically significant. Therefore, standardised values with external loadings superior to 0.7 are expected. Indicators with external loadings between 0.40 and 0.70 should only be eliminated if the procedure entails increased reliability and the composite reliability superior to the suggested minimum value (F. Hair Jr et al. 2014)

## 4.2 Discriminant Validity

The discriminant validity measures (table 3 and appendix 1) that a construct is truly distinct from the others through empirical standards. Hence, the establishment of discriminant validity implies that the construct is unique and captures phenomena that the other constructs in the proposed model do not understand. Discriminant validity will exist if the correlations between the latent variables are inferior to the square root of the AVE (the indicators have a stronger relation with their VL than with other VL (F. Hair Jr et al. 2014).

	Job Satisfaction	Organisational Commitment	Organisational Motivation	Participation in Decision Making	Task Variety	Tenure
Job Satisfaction	<b>0.844</b>					
Organisational Commitment	0.573	<b>0.72</b>				
Organisational Motivation	0.409	0.457	<b>0.928</b>			
Participation in Decision Making	0.527	0.513	0.876	<b>0.72</b>		
Task Variety	0.369	0.424	0.83	0.901	<b>0.915</b>	
Tenure	0.004	0.029	-0.051	-0.104	-0.07	<b>1</b>

\*The diagonals are square roots of the AVE of the latent variables

Table 3: Discriminant Validity (Fornell and Larcker 1981)

Some PLS packages use bootstrapping (e.g. SmartPLS) while others use jackknifing (e.g. PLS-GUI). Both result in estimates of the standard error of regression paths and other model parameters. The estimates are usually very similar. SmartPLS provides “t” statistics to test the significance of the inner and outer models, using a procedure called bootstrapping. Thus, coefficients at least higher to 1.96 are expected (5% significance). As many indicators and latent constructs are invariably used in the studies, the display of “t” statistics directly in the modelling window can be impaired. Furthermore, each item’s factor loading on its respective construct was highly significant ( $p < 0.0001$ ) as indicated by the t-statistics of the outer model loadings in the PLSGraph output (Appendix 2).

Before describing these analyses, however, as the estimate of the path coefficients in structural models is based on Ordinary Least Squares (OLS) regressions, as well as on a regular multiple regression, the path coefficients can be biased. Hence, it is important to examine whether collinearity problems exist in the structural model. To develop this assessment in the inner model, the scores of the latent variables are provided (Appendix 4).

To access the correlations between the latent variable and its respective indicators, as a reflexive model is adopted in this example, the values are reported in the Outer Loadings. According to F. Hair Jr et al. (2014), the standardised outer loadings should be superior to 0.70. Hence, it can be concluded that the loadings and significance of the outer model are superior to the floor reported in the literature (Appendix 5).

For purposes of clarity, only statistically significant moderator variables (such as age group, nationality and the departmental title) were included. The beta values of all path coefficients are also shown. Tenure does not show a positive influence (beta =1.487,  $p > 0.001$ ) on PDM. Task variety has a beta coefficient of 10.788 and  $p < 0.001$ , which implies that it has a positive influence on PDM. Organisational motivation also proved to have a positive influence on PDM with a beta coefficient of 7.773 and  $p < 0.001$ . All the endogenous variables associated with the construct also indicate high reliability and a positive influence when related with PDM. Organisational commitment has a beta value of 4.814 and a  $p$  value less than 0.001 whereas job satisfaction is connected to PDM with a  $p < 0.001$  and a beta coefficient of 4.823.

### Hypotheses Testing

Hypotheses	Findings	Conclusions	Venkatesh findings
Longer tenure has a positive impact on participation in decision making at government sector organisations.	No	Supported	Not significant
Task variety has a positive impact on participation in decision making at government sector organisations.	Yes	Supported	Yes: ( $p < 0.05$ )
Organisational motivation has a positive impact on participation in decision making at government sector organisations.	Yes	Supported	Yes: $p < 0.05$
Participation in Decision Making has a positive impact on organisational commitment at government sector organisations.	Yes	Supported	Yes: ( $p < 0.05$ )
Participation in Decision Making has a positive impact on job satisfaction at government sector organisations.	Yes	Supported	Yes: ( $p < 0.05$ )

Table 4: Hypothesis results

The coefficient of determination ( $R^2$ ) for PDM variable is 0.867. In other words, tenure, task variety, and organisational motivation explain 86.7% of the variance in PDM. While PDM explains 26.3% of the variance of organisational commitment and 27.8% of the variance of job satisfaction.

The inner model path suggests that task variety has the strongest influence on PDM (0.557) followed by organisational motivation (0.411). PDM affects both job satisfaction and organisational commitment (0.27) and (a.513) respectively.

**H1: Longer tenure has a positive impact on participation in decision making at government sector organisations.**

Tenure has a composite reliability above the standardised 0.70 value. Its AVE is greater than 0.50 so we can say that the model converges with a satisfactory result.

External loadings and cross loading values that are below the standardised rate plus a negative path way clearly prove that the latent variable tenure is not significant. H1 is not supported because of Type II error. Therefore we can assume that tenure has a direct effect but this is not significant in decision making.

**H2: Task Variety has a positive impact on participation in decision making at government sector organisations.**

Through a deploying measurement model and the validity and reliability of the variables assessed, task variety has shown a positive impact on participation in the decision-making process.

**H3: Organisational Motivation has a positive impact on participation in decision making at government sector organisations.**

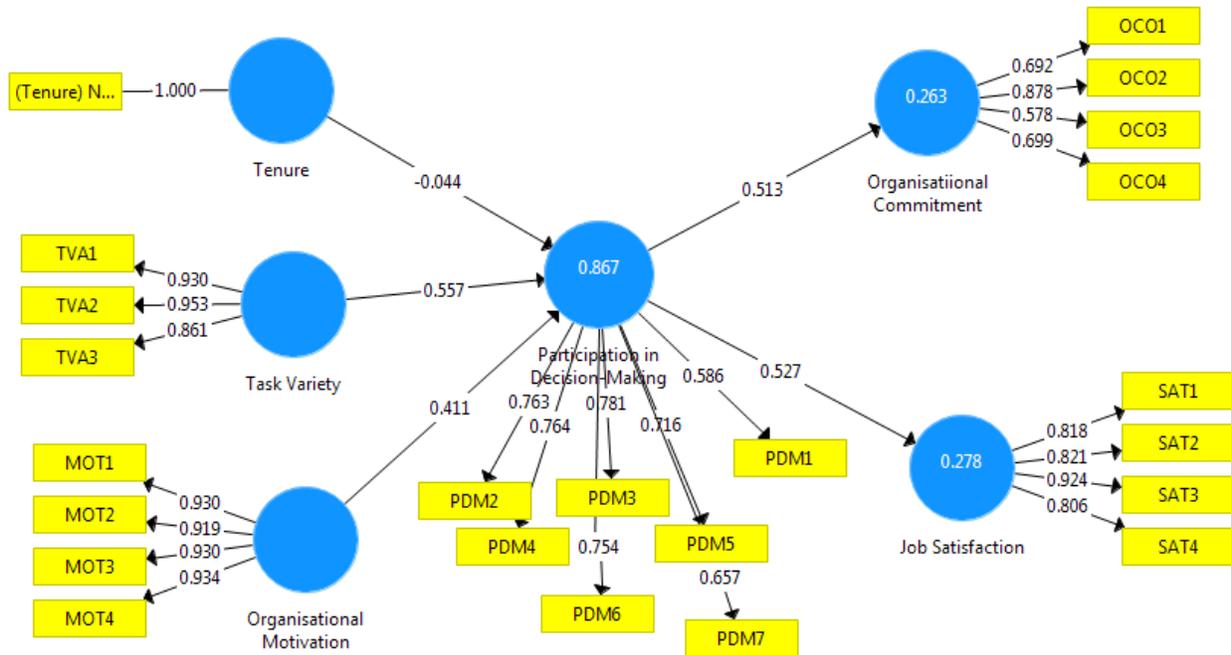
This hypothesis was supported. Therefore, Organisational Motivation leads to increasing employees' willingness to participate in making decisions.

**H4: Participation in Decision Making has a positive impact on Organisational Commitment at government sector organisations.**

This hypothesis was supported. Thus, **Participation in Decision Making** leads to increasing employees' organisational commitment.

**H5: Participation in Decision Making has a positive impact on Job Satisfaction at government sector organisations.**

This hypothesis was supported. Thus, Participation in Decision Making leads to increasing employees' Job Satisfaction.



**Fig. 2: Path analysis SEM**

To summarise the discussion, based on the results obtained from the Data Analysis and the SEM generated using SmartPLS (Figure 2), the results have shown that only Task Variety of Job Characteristics, along with Organisational Motivation, was significantly influencing PDM. In addition, the results show that employees PDM influences Organisational Commitment and Job Satisfaction.

#### 4 Conclusion

There are many implications of this study. It allowed for the proliferation of the most important factors leading to enhancing the level of PDM and its consequences. The study was conducted on employees of the government sector in one of the fastest developing countries, Qatar. The importance of this study for the government sector in developing countries is that it allowed them to identify how to enhance work outcome through enhancing PDM. This enhancement will contribute towards the successful implementation of the developing country's vision such as in our case, the Qatar 2030 strategic vision.

The main theoretical contribution of this research is the PDM revised model that adds to the knowledge in the field of decision making. This model enriches the literature of participative decision making in the government sector, and this will be helpful for potential researchers.

This research offers several practical lessons for managers in the government sector. For instance, when managers want their employees to participate in the decision-making process, this research

suggests they do two practices: first, provide an organisational motivation towards PDM; and second, vary their employees' tasks. By increasing the employees' PDM level, based on the research findings, the employees' satisfaction and organisational commitments will be increased.

### ***Research Limitations***

The researcher faced several limitations with this research such as a lack of studies that are concentrated in developing countries, including Qatar, on the antecedents and consequences of organisational PDM. The researcher was therefore limited to comparison studies from Europe and the USA with others from Arab and Middle East region. Another limitation was the difficulty in communicating with the respondents although their managers were supportive. Hence, data sample size was limited and collection process took more time and effort from the researcher.

### ***Future Research***

This study provides three suggestions for future research. First, this study set out to validate the factors leading to enhancing PDM in order to achieve higher work outcomes at government sector organisations. The target of the study was employees and middle management. It would be beneficial to conduct several interviews with a top management team in addition to explore their perceptions of PDM. Second, it would be interesting to conduct the same study with employees of another sector either in Qatar or in other developing countries that have a similar context and then to compare the results between them. This would help in drawing a broader picture of how the developing countries implement participation in decision making in other sectors and would validate how well these sectors are performing. Finally, it would be helpful if future researchers could conduct the same study at other developing countries that have a different cultural background.

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## Appendices

### Appendix 1: Discriminant Validity; HTMT

	Job Satisfaction	Organisational Commitment	Organisational Motivation	Participation in Decision Making	Task Variety	Tenure
Job Satisfaction						
Organisational Commitment	0.648					
Organisational Motivation	0.452	0.437				
Participation in Decision Making	0.591	0.521	0.972			
Task Variety	0.411	0.387	0.896	1.035		
Tenure	0.063	0.119	0.052	0.139	0.074	

### Appendix 2: Bootstrapping

Bootstrapping					
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values
Organisational Motivation -> Participation in Decision-Making	0.411	0.409	0.056	7.404	0
Participation in Decision-Making -> Job Satisfaction	0.527	0.535	0.109	4.849	0
Participation in Decision-Making -> Organisational Commitment	0.513	0.533	0.09	5.732	0
	0.557	0.56	0.058	9.591	0
Tenure -> Participation in Decision-Making	-0.044	-0.041	0.031	1.404	0.161

### Appendix 3: Indicator Item Cross Loadings

	Job Satisfaction	Organisational Commitment	Organisational Motivation	Participation in Decision Making	Task Variety	Tenure
SAT1	<b>0.818</b>	0.582	0.332	0.457	0.317	-0.048
SAT2	<b>0.821</b>	0.321	0.281	0.405	0.291	-0.05
SAT3	<b>0.924</b>	0.446	0.37	0.491	0.385	0.085
SAT4	<b>0.806</b>	0.583	0.393	0.42	0.242	0.015
OCO1	0.28	<b>0.692</b>	0.177	0.173	0.086	0.133
OCO2	0.538	<b>0.878</b>	0.455	0.554	0.523	0.064
OCO3	0.288	<b>0.578</b>	0.079	0.116	-0.029	0.009
OCO4	0.419	<b>0.699</b>	0.366	0.345	0.25	-0.096
MOT1	0.345	0.439	<b>0.93</b>	0.837	0.792	-0.009
MOT2	0.36	0.448	<b>0.919</b>	0.792	0.727	-0.129
MOT3	0.424	0.416	<b>0.93</b>	0.836	0.798	-0.042
MOT4	0.389	0.395	<b>0.934</b>	0.784	0.761	-0.009
PDM1	0.2	0.275	0.475	<b>0.586</b>	0.517	-0.106
PDM2	0.339	0.434	0.668	<b>0.763</b>	0.688	-0.133
PDM3	0.563	0.409	0.689	<b>0.781</b>	0.664	-0.022
PDM4	0.413	0.347	0.656	<b>0.764</b>	0.655	-0.111
PDM5	0.31	0.345	0.566	<b>0.716</b>	0.655	-0.156
PDM6	0.546	0.468	0.712	<b>0.754</b>	0.648	0.04
PDM7	0.179	0.263	0.611	<b>0.657</b>	0.723	-0.074
TVA1	0.346	0.389	0.802	0.828	<b>0.93</b>	-0.024
TVA2	0.402	0.447	0.792	0.884	<b>0.953</b>	-0.093
TVA3	0.255	0.321	0.68	0.758	<b>0.861</b>	-0.075
Tenure	0.004	0.029	-0.051	-0.104	-0.07	<b>1</b>

**Appendix 4: Inner Weights**

	Tenure	Organisational Motivation	Organisational Commitment	Participation in Decision-Making	Job Satisfaction	Task Variety
Tenure	1					
MOT1		0.93				
MOT2		0.919				
MOT3		0.93				
MOT4		0.934				
OCO1			0.692			
OCO2			0.878			
OCO3			0.578			
OCO4			0.699			
PDM1				0.586		
PDM2				0.763		
PDM3				0.781		
PDM4				0.764		
PDM5				0.716		
PDM6				0.754		
PDM7				0.657		
SAT1					0.818	
SAT2					0.821	
SAT3					0.924	
SAT4					0.806	
TVA1						0.93
TVA2						0.953
TVA3						0.861

**Appendix 5: Outer Weights**

	Tenure	Organisational Motivation	Organisational Commitment	Participation in Decision-Making	Job Satisfaction	Task Variety
Tenure	1					
MOT1		0.278				
MOT2		0.263				
MOT3		0.277				
MOT4		0.26				
OCO1			0.19			
OCO2			0.606			
OCO3			0.127			
OCO4			0.378			
PDM1				0.144		
PDM2				0.209		
PDM3				0.228		
PDM4				0.203		
PDM5				0.186		
PDM6				0.232		
PDM7				0.174		
SAT1					0.305	
SAT2					0.27	
SAT3					0.328	
SAT4					0.28	
TVA1						0.366
TVA2						0.39
TVA3						0.335