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THE ROLE OF RESPONSIBLE LEADERSHIP AND PARTICIPATIVE DECISION MAKING IN ENHANCING ORGANIZATION COMMITMENT: EVIDENCE FROM THE SERVICE INDUSTRY OF PAKISTAN

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ABSTRACT

Responsible leadership is emerging concept in the leadership literature now a days. Mostly prior studies have discussed the responsible leadership as an antecedent of sustainability related outcomes. However, there is lack of research in explaining the effect of responsible leadership on individual outcomes that leads to organizational outcomes. Therefore, the present study aims to assess the direct effect of responsible leadership on participative decision making and participative decision making on organizational commitment. Moreover, the study assesses the indirect effect of responsible leadership on organizational commitment through participative decision making. Using snowball sampling technique, the data was collected from 170 employees working in the service industry of Pakistan. The collected data was then analysed using SmartPLS 3.2.8. The findings of the study revealed the significant association of responsible leadership with participative decision making and participative decision making with organizational commitment. The findings further revealed that the responsible leadership has a significant indirect effect on organizational commitment through participative decision making.

INTRODUCTION

The uncertainty caused by the global economic crisis, epidemics, and rapid technological advances has led to rapid changes in business practices over the decades. However, several diverse stakeholders have questioned the civic commitments that corporations are required to meet (Barbalet, 2020). As a result, responsible leadership has emerged as a novel tactical truth that businesses can use to guarantee long-term sustainability (Afsar et al., 2020). Because of this, executives and decision-makers have begun to involve in a wide

range of social activities in addition to their usual focus on increasing profits for shareholders, which they previously avoided (Cheng, Wei, & Lin, 2019). Companies have also expanded their moral sphere to encompass all players in their immediate financial realms as a type of contentment of the societal agreement they entered into with their customers (Hur, Moon, & Kim, 2020). The trade-off between maximizing company financial profits and following social commitments, on the other hand, has proven to be a significant issue for companies over the years (Mao et al., 2021).

Responsibility in leadership is defined as a social and moral system in which the virtues of wisdom, courage, and respect are transmitted to both internal and external stakeholders (Afsar et al., 2020). This is a human-centered activity that aims to improve the well-being of society, improve the health of the environment, and preserve the values of social harmony in the communities where the organisation operates. This means that the mission statement of every organisation should make it clear who is held accountable for what. This is in line with what Liao and Zhang (2020) discovered. Today's organisation, they argue, ought to play a regular role in addressing and resolving societal issues (such as unemployment, human rights abuses, and environmental degradation). Afsar et al. (2020) and Liao and Zhang (2020) both express a similar point of view. Multinational firms have a lot of influence and a lot of connections, according to them. As a result, they are expected to have a greater impact on their local communities. Prior studies have primarily focused on the conceptual development of the responsible leadership concept. However, there is a paucity of empirical studies on the relationship between responsible leadership and organizational constructs, referred to as organisational phenomena. According to Mustafa et al. (2020), organizational commitment, among other organizational phenomena, has garnered significant scholarly attention over the years. Since its inception, organisational commitment has piqued the interest of academics and practitioners from a wide range of disciplines (e.g. management and organisational behaviour, public policy, sociology, and public administration) (Eliyana & Ma'arif, 2019).

According to Fragkos, Makrykosta, and Frangos (2020), organizational commitment is defined as the social concord between an employee and their employer, which minimizes the possibility that the person will leave the business. According to Hoff, Lee, and Prout (2021), organisational commitment is a reasonable choice made by an individual to defend their vocation and the benefits that come with it (such as money, recognition, etc.). Mustafa et al. (2020), who regards organisational commitment as a human choice subject to rational and relational judgment, have validated the same.

Some researchers believe that organisational commitment is important because of the negative correlations it has with constructs like absenteeism, abuse of authority, and plans to leave, as well as carelessness in the workplace. In contrast, Its positive associations with employees' job performance, job satisfaction, and civic engagement on the other. As a result, the term "organisational commitment" has appeared frequently in human resources and organisational studies over the past five years. In spite of the crucial importance and significance of research on organisational commitment, Sudjarwo, (2019)

agree that the majority of studies on organisational commitment have been conducted in western countries. The lack of study on organisational commitment in South Asian contexts was highlighted by Mustafa et al. (2020). Based on the discussion above, the present research hopes to fill a gap in both human resource and organizational literature by investigating the relationship between responsible leadership and organisational commitment in the Pakistani service industry, which has never been addressed or analysed before the present study. This research focuses on employees working in the Pakistani service industry, responsible for providing specialized assistance to most low- and middle-income households in Pakistan.

LITERATURE REVIEW

Organizational Commitment

Suzuki and Hur (2020) define organisational commitment as a level of identification and engagement with one's organisation. One does not wish to leave the organisation (i.e., does not want to be fired). According to Almutairi (2020), organisational commitment may be defined as individuals' level of loyalty for a certain company or organisation. Suzuki and Hur (2020) provide the same understanding between organisational commitment and employee loyalty, a group where employees identify with the organisation and actively participate in it. Suzuki and Hur (2020) provide the same understanding between organisational commitment and employee loyalty. It is believed that workers identify with the organisation, showing that they get along well with one another and have a sense of oneness with the enterprise, according to corporate ethics and expectations. Based on Gopinath (2020) research, organisational commitment has traditionally been described in three ways. First, a strong desire to remain a member of a particular organization. Second, a desire to encourage high levels of effort on behalf of the organization. Finally, a firm belief in and acceptance of the organisation's values and goals. According to Hakami et al. (2020), organizational commitment is defined as the desire of some employees to continue to be members of the organisation. The organisational commitment of a worker impacts whether or not a worker remains a member of the organisation (is retained) or exits to pursue other employment opportunities.

Responsible Leadership

Although there is a growing body of research on responsible leadership, there is no widely agreed definition for this notion. Responsible leadership is defined as a relational and ethical phenomenon, which occurs in social processes of interaction with those who affect or are affected by leadership and have a stake in the purpose and vision of the leadership relationship (Maak & Pless, 2006). The extent to which stakeholders' interests are served and the scope of social obligations are addressed, it appears, is the primary consideration for scholars when recognising the diverse perspectives on the issue. As Afsar et al. (2020) explain, responsible leadership encompasses more than just social responsibility and authentic leadership in terms of content and practises, as it entails a long-term collaboration between an organization's board of directors. Its surrounding

stakeholders in addressing and, in some cases, confronting the most pressing societal challenges such as poverty and educational inequality. A true collaboration between socially responsible and genuine leadership practitioners does not exist in its entirety in real-world practices (Afsar et al., 2020).

Voegtlin et al. (2020) have stated that responsible leadership has a significant advantage in terms of scope compared to other leadership styles (e.g. transformational leadership, transactional leadership, servant leadership, authentic leadership, and ethical leadership). Several authors, including Barbalet (2020) and Afsar et al. (2020), have pointed out that responsible leadership addresses both internal and external stakeholders directly or indirectly affected by an organization's decisions and practices. In contrast, other styles focus on leader-followers' interactions and what may be considered an outcome of these interactions (followers' loyalty, commitment, satisfaction). Although leaders described as responsible have numerous challenges, the most significant is determining how to satisfy internal and external stakeholders that are diverse, multicultural, and frequently hold divergent sets of values and views (Cheng et al. 2019). This justifies the use of the concept of "relational intelligence," which involves an understanding of one's own and others' empathy, morals, norms, sentiments, and values, as a primary driver for responsible leadership practices Voegtlin et al. (2020). Relational intelligence is defined as an understanding of one's own as well as others' empathy, morals, norms, sentiments, and values. Responsible leaders are continually attached to the means, resources, capabilities and authority necessary to achieve the organisational outcomes that have been set forth for them (Cheng et al., 2019). Furthermore, according to Afsar et al. (2020), responsible leaders guide and are directed by a network of stakeholder relationships, with which they are at the center, to ensure smooth and ongoing access to information, guidance, and support for their organisations. Barbalet (2020) highlighted that the leader's primary role is to act in the best interests of his or her shareholders, as well as internal and external stakeholders, to achieve the greatest possible shared advantages for all parties involved.

Participative Decision Making

Employer's value their employees when they engage in Participative Decision Making (PDM), an HRM practice that conveys that their employer values them (Wong et al., 2018). PDM allows employees to have a direct or indirect voice in decision-making as well as the opportunity to influence others at various levels of the business (Silla, Gracia, & Peiró, 2020). Several authors underlined the importance of employee engagement and recommended employees engage in comprehensive and thorough conversations throughout the operations (Ugwu, Okoroji, & Chukwu, 2018). According to Wang, Wang, and Li (2018) analysis of employee engagement, workers frequently have a fuller understanding of their tasks than their bosses. Therefore, collaboration decisions will benefit from a more complete and current pool of knowledge.

Additionally, employees involved in such decisions are better prepared to put work practices in place after the decision has been made (Wong et al., 2018). It has been suggested by Ugwu et al. (2018) that participatory decision-making

(PDM) increases employee morale because employees who are given acknowledgment through participation believe that management considers them as clever, capable, and valued collaborators. Employee happiness is increased due to their feeling of being recognised and respected, which leads to increased productivity (Silla et al., 2020).

According to previous research conducted on employees in American and European contexts, individual employee characteristics such as tenure, education, and personal competency (Wong et al., 2018). According to the findings of a recent study conducted across two samples, only employee participation in decision-making and extended employee responsibilities showed substantial additional effects on employee organisational commitment compared to other human resource strategies. Individual job satisfaction and organisational decentralization of decision-making were both taken into consideration in this study, and the relationship between employee engagement and commitment was found to be substantial. Given these findings, we choose to concentrate our attention on employee engagement as a crucial incremental driver of organisational commitment that warrants further examination across cultural boundaries. Other research has discovered a positive relationship between levels of employee participation in decision-making and organisational commitment (Wang et al., 2018).

Some have claimed that employees who their leaders invite to engage in decision-making may have stronger job attitudes related to organisational commitment than those who their leaders do not invite to participate (Sanad & Anitha, 2021). For example, providing employees with PDM may assist them in achieving higher-order requirements such as self-expression, respect, independence, and equality, enhancing their morale and dedication to the organisation (Annakili & Jayam, 2018). It is possible that being supplied with opportunities for PDM will influence employees' conceptions of interpersonal fairness in their relationship with a supervisor, leading to an increase in affective and normative commitment (Sanad & Anitha, 2021). In a similar vein, employee satisfaction with the amount of organisational information available increases affective organisational commitment in the organisation (Annakili & Jayam, 2018). During a discussion about ideal management practices for non-profit organisations, Zhuang et al. (2019) asserted that creating a participative environment and sharing information with employees are critical components of success. As previously stated, research into the effects of actual vs desired levels of PDM has revealed that employees who experience decisional equilibrium have higher levels of commitment to their employers. Whereas, individuals who experience greater degrees of decisional deprivation and decisional saturation have lower levels of commitment to their organisations.

Based on the above discussion, the following hypotheses are postulated in this study:

H1: Responsible leadership has a direct effect on employee PDM.

H2: Employee PDM has a positive and significant impact on organizational commitment.

H3: Responsible leadership has a significant indirect effect on organizational commitment through employee PDM.

METHODOLOGY

The present study is quantitative and adopted a cross-sectional research design. Due to the current pandemic situation, we have to adopt snowball sampling technique and use online surveys as physical contact was not possible due to restrictions. The data was collected from 170 employees working in service industry in Pakistan. The construct of responsible leadership was analyzed using 5-items scale (Voegtline, 2011). Similarly, three items scale was used to measure the construct of participative decision making (Huang et al., 2010). Both scales were measured using A 5–point Likert scale, with a range between 1 (Never or almost never) and 5 (Always or almost always). The organizational commitment construct was measured using a multi-dimension scale with three dimensions i.e., affective, normative, and continuance commitment (Allen & Meyer, 1990). Each dimension was analyzed using 6-items on 5 points Likert scale ranging from 1(Strongly Disagree) to 5 (Strongly Agree). The present study measures organizational commitment as higher-order reflective-reflective construct. The collected data was analysed by adopting PLS-SEM technique applied using SmartPLS 3.2.8 software.

Result

Structural Equation Modelling (SEM) through PLS was used to examine the conceptual model's links. This was implemented in SmartPLS 3.2.8. For our analysis, we used Smart PLS since it uses the variance-based SEM technique, which is less susceptible to sample size than other systems that use covariance-based SEM approaches, such as AMOS (Wong, 2013). It has been proposed that organisational commitment is a second-order construct of emotive, normative, and perseverance commitment. As a result, reliability and validity of the first- and second-order components were assessed before hypothesised connections were evaluated. (Ahmad & Afthanorhan, 2014).

First- and second-order construct reliability and validity values are shown in Table 1, as well as the reliability and validity values for all constructs (Ramayah et al., 2017). Every construct and their combined reliability measures are greater than 0.7, which is what is considered acceptable. For each construct, the average variance extracted (AVE) exceeds the acceptable 0.5. (Wong, 2013). As with table 1, the fornell and larcker criterion and HTMT analysis proved that all of the constructs have discriminant validity. A reliable and valid scale has been developed as a result.

Table 1: Measurement Model

Construct	Items	Loadings	Cronbach's Alpha	CR	AVE
Responsible Leadership	RL1	0.853	0.914	0.937	0.817
	RL2	0.934			
	RL3	0.904			
	RL4	0.893			
	RL5	0.931			
Participative Decision Making	PDM1	0.896	0.909	0.942	0.844
	PDM2	0.927			
	PDM3	0.933			
Affective Commitment	AC1	0.922	0.917	0.948	0.835
	AC2	0.915			
	AC3	0.912			
	AC4	0.900			
	AC5	0.917			
	AC6	0.916			
Continuance Commitment	CC1	0.786	0.866	0.896	0.591
	CC2	0.808			
	CC3	0.755			
	CC4	0.849			
	CC5	0.675			
	CC6	0.726			
Normative Commitment	NC1	0.650	0.831	0.857	0.501
	NC2	0.743			
	NC3	0.744			
	NC4	0.600			
	NC5	0.742			
	NC6	0.757			
Organizational Commitment*	Affective Commitment	0.901		0.860	0.670
	Continuance Commitment	0.845			
	Normative Commitment	0.712			
* Higher Order Construct					

Table 2: Fornell and Larcker Criterion for Discriminant Validity

	Affective Commitment	Continuance Commitment	Normative Commitment	Participative Decision Making	Responsible Leadership
Affective Commitment	0.914				
Continuance Commitment	0.236	0.769			
Normative Commitment	0.617	0.370	0.708		
Participative Decision Making	0.627	0.062	0.412	0.919	
Responsible Leadership	0.438	0.073	0.410	0.371	0.904

Table 3: Heterotrait-Monotrait Criterion for Discriminant Validity

	Affective Commitment	Continuance Commitment	Normative Commitment	Participative Decision Making	Responsible Leadership
Affective Commitment					
Continuance Commitment	0.233				
Normative Commitment	0.597	0.358			
Participative Decision Making	0.658	0.122	0.359		
Responsible Leadership	0.458	0.156	0.408	0.402	

Bootstrapping and SmartPLS 3.2 were used in conjunction with the t-tests, p-tests, and confidence intervals to get the path estimations (Wong, 2013). t-values, p-values, and confidence intervals associated with each association are shown in Table 4, as are the direct and indirect effects of numerous relationships in the conceptual model. Hypothesis 1 was accepted as a result of the findings, which show that responsible leadership directly influences participative decision-making ($\beta = 0.371$, t-value = 7.225, p-value < 0.05). According to H2, the direct effect of participative decision making on organisational commitment was found to be statistically significant ($\beta = 0.555$, t-value= 15.385, and P-value < 0.05). Finally, findings revealed that responsible leadership had a statistically significant indirect effect on organisational commitment through participative decision making ($\beta = 0.206$, t-value = 5.792, and p<0.05) through participative decision making.

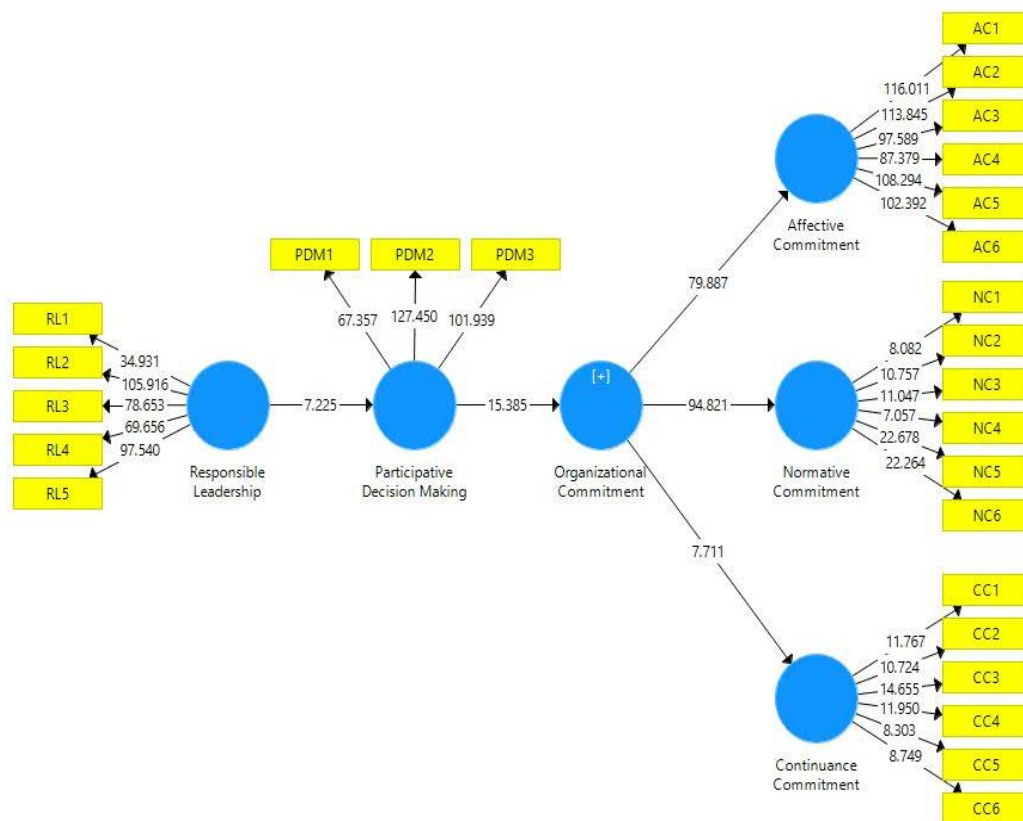


Figure 1: Estimations of Structural Model

Table 4: Hypotheses Results

Hypothesis	Beta	S.E	T Value	P Value	CI ^{BCa} Low	CI ^{BCa} High	Decision
RL -> PDM	0.371	0.051	7.225	0.000	0.263	0.463	Supported
PDM -> OC	0.555	0.036	15.385	0.000	0.484	0.619	Supported
RL -> PDM -> OC	0.206	0.036	5.792	0.000	0.136	0.274	Supported

Note: RL = Responsible Leadership, PDM = Participative Decision Making, OC= Organizational Commitment

* Significance level < 0.05

Using the importance-performance map analysis (IPMA) module in SmartPLS 3.2, we were able to determine the relative significance and performance of each of the predictors and mediating factors in terms of predicting organisational commitment. Working with IPMA, one will be able to augment the PLS-SEM structural model results that relate to the importance of each underlying construct by looking at the performance of each latent variable score, which can be scaled from 0 to 100 (Ramayah et al., 2017). We conducted IPMA in conjunction with all of the antecedents of organisational commitment that were present. In fact, as shown in Table 5 and Figure 2, participatory decision making outperforms responsible leadership when it comes to the target construct of

organisational commitment. This is due to the fact that participative decision making is a more effective antecedent of organisational commitment than responsible leadership.

Table 5: Importance-performance indicators

	Importance	Performance
Participative Decision Making	0.555	62.878
Responsible Leadership	0.206	52.47

Note: Total effects are standardized values.

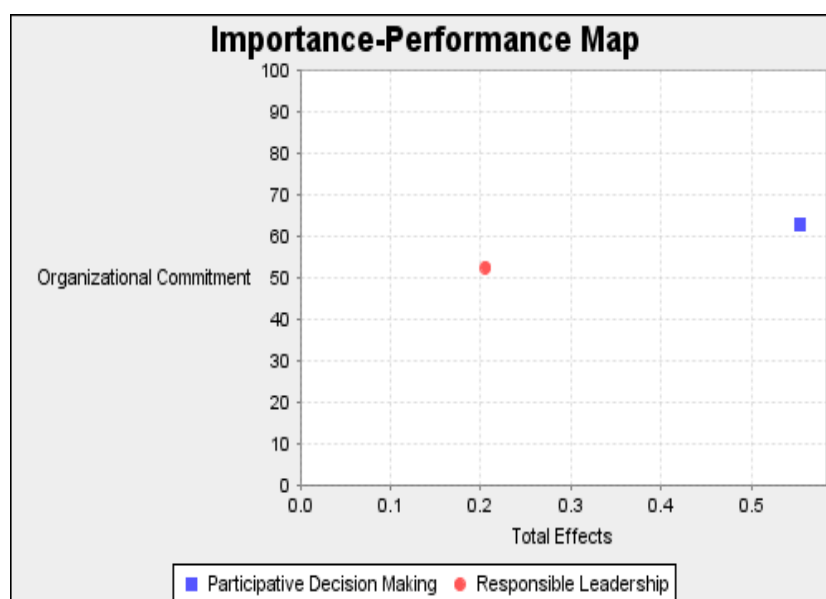


Figure 2: Importance performance map

DISCUSSION AND CONCLUSION

Responsible leadership appears to be linked to collaborative decision-making, according to the findings of the study. In order to be a truly effective leader, one must see beyond one's own organisation and reach out to the entire community (Cheng et al., 2019; Hur et al., 2020). Employees play an important role in business decisions. As a result, integrating them into any social network the decision-makers decide to establish or launch is a work obligation. Including employees in any kind of relational network can help recognise individual distinctions, stimulate intergroup cultural interchange, and ensure that internal justice is maintained at all times (Zhuang et al., 2019). Decision-makers should begin developing these networks within their own company, even if responsible leadership necessitates building in-out organisational relational networks. Leaders can't expect complete support and involvement from their employees if they don't have out-of-organization collaborations.

Inclusion in the workplace was found to be associated with higher levels of commitment, according to the study's findings (affective, continuance, and

normative). Organizational commitment in this context refers to an individual's ability to combine his or her work performance and attitude with the rewards supplied by his or her employer. In this scenario, employers expect a reasonable measure of fairness and other inclusive concepts such as recognition, respect, and respect for others. A low level of absenteeism and withdrawal should be the result of an organization's efforts to include underrepresented groups in the workplace (Fragkos et al., 2020; Hoff et al., 2021). According to the social exchange theory, employees create a psychological tie with their employer when they feel cared for (Cheng et al., 2019).

Workplace communication and training have been shown to have a favourable impact on employees' commitment to the company. This supports the second hypothesis in the paper. When leaders take responsibility for their actions, they have a statistically significant impact on the three types of organisational commitment (affective, continuance, and normative). Employees are transformed from traditional performers into effective partners with a stake in the organization's work results when responsible leadership builds and maintains trusting relationships with internal and external stakeholders in addition to maximising shareholder profits (Javed et al., 2020). As a result, employees become more enthusiastic about pursuing an organization's goals and are more likely to put their whole effort into accomplishing them (Zhuang et al., 2019).

As a result, employees become more committed to the company as a result of good leadership. Organizational transparency, mutual respect, and trust are all bolstered when decision-makers take individual and intergroup differences into account when forming their internal relational networks and use fair procedures to do so. It is recommended by the authors that management at each company reevaluate their approach to dealing with their employees from a psychological and cultural standpoint before implementing it. Employees are more engaged in their work when they have strong, long-term relationships with both internal and external stakeholders. Management intervention isn't the only way to ensure inclusiveness in organisations anymore.

A policy of continuous inclusion should be implemented by service organisations in Pakistan (e.g., organisational justice, solidarity, tolerance, and equality). Any talk of workplace discrimination, organisational nepotism, or preferential selection should be answered by affirmative action against discrimination and support for a realistic equal employment opportunity policy. Employers can improve their reputations by allowing employees to anonymously voice their monthly preferences, dislikes, wants, and anxieties. Using open communication rules and monthly training in cultural differences might strengthen employees' emotional, continuing, and normative commitment.

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