



A STUDY ON EFFECT OF PARTICIPATIVE LEADERSHIP ON ORGANISATION DEVELOPMENT

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Abstract:

The purpose of this study was to investigate organisational theory's moderating influence in the association Relationships between a participative leadership style and a number of outcomes, including work performance and employee loyalty in companies .Changes in the external market environment provide objective criteria for the development of organisational strategic plans, which makes it more challenging for the leaders of the company to act fast and decisively. Consequently, there has been a growing focus in both theory and practice on participatory leadership, which promotes and facilitates employee participation in organisational decision-making. The study's findings indicate that (i) transformative leaders have less influence over their staff members' creativity, despite democratic management having a favourable effect on followers' creativity. (ii) There are correlations between influential leaders and financial success as well as between Employee creative expression is positively impacted by non-monetary benefits and participative leadership. (iii) Organisational support can help to facilitate the relationship mentioned above. These results can serve as a basis for future leadership theory research endeavours.

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Introduction:

Leadership is the process of influencing and guiding individuals or groups toward the achievement of goals or objectives. A leader is someone who takes on the responsibility of guiding and directing others, providing a vision, and motivating them to work collaboratively toward common objectives [1]. Leadership can be observed in various contexts, including business, politics, and education, sports, and community organizations. Since strong leadership is necessary for any company to succeed and expand, there is a close relationship between leadership development and organizational development. An organization's

direction and vision can be driven by a competent leadership team, which can also excite and inspire staff members and make wise decisions that will pay off in the long run. Employee motivation and engagement are raised as a result of this culture's contribution to the organization's feeling of purpose and direction [2].

Participative leadership, also known as democratic or inclusive leadership, is a style of leadership that involves the active participation of group members in decision-making processes and problem-solving. In this leadership approach, leaders seek input, opinions, and feedback from their team members before making decisions that affect the group [3].



Participative leadership is also characterised in practice by the following features: first, in the process of employee participation in decision-making, leaders and subordinates are on an equal footing and trust each other completely, and organizational issues are resolved through democratic consultation. Second, in general, although participative management involves a wide range of employees in decision-making, the final decision is still made by the leaders [4].

Concept of Participative Leadership:

The participative leadership, a unique leadership style, is a democratic leadership that involves subordinates in organisational decision-making and management, with the aim of effectively enhancing employees' sense of ownership and actively integrating their personal goals into organisational goals [5]. Participative leadership, which refers to a leadership style in which leaders ask employees for their opinions before making decisions, delegate decision-making authority to subordinates in practice, and encourage active participation by employees to make decisions together. The literature also reflects two core characteristics of participative leadership: first, employees are consulted before decisions are made in order to solve problems together; second, employees are given resources to support them in the work process [6-7]. This leadership style is based on the belief that involving employees in decision-making not only leads to better decisions but also fosters a sense of ownership, commitment, and engagement among team members. Participative leadership is effective in various settings and can lead to higher job satisfaction, better problem-solving, and increased creativity. However, it may not be suitable for all situations, and leaders need to strike a balance between involving team members and making timely decisions. The success of participative leadership depends on the leader's ability to create a supportive and collaborative environment [8].

Characteristics of Participative Leader:

Encourage creativity and collaboration. Democratic leaders seek to get a wide range of perspectives and value the free flow of ideas. As a result, innovation and creativity are usually higher in teams with these leaders. Those with this style will usually create opportunities to collaborate, facilitate brainstorming, or get input from each group member before making a decision.

1. Leaders Should Be Open-Minded

Being a leader of an organisation requires you to be open-minded. The leader who possesses the utilities is open to suggestions and feedback. Also, it can help in getting more ideas that can keep the business going [10].

2. Collaboration and Teamwork:

The emphasis is on collaboration and teamwork. Participative leaders promote a culture where team members work together toward common goals, leveraging the strengths of each individual. They prioritise the well-being and success of the team over personal glory or achievement [11-12].

3. Trust Building:

Trust is a critical component of participative leadership. Leaders build trust by valuing and respecting the opinions of team members and demonstrating consistency in their actions [12].

4. Place high importance on transparency and communication:

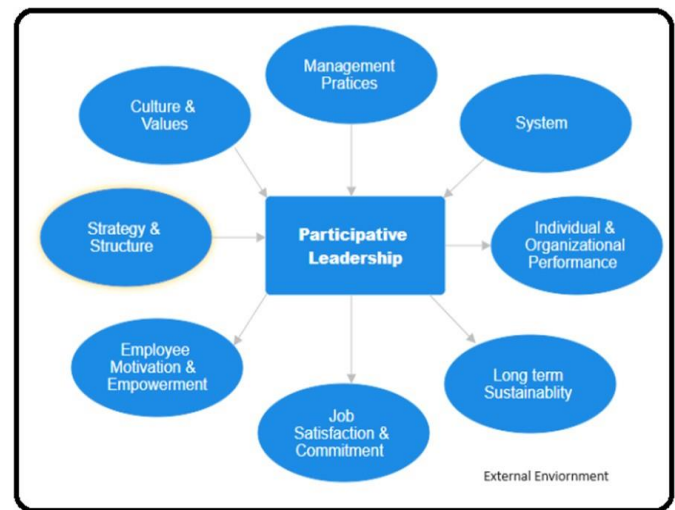
Participative leaders keep the lines of communication open and share information with their team. This establishes a strong sense of trust, which strengthens the overall culture. Leaders with this style may tell their team about exciting new projects and ask for volunteers before assigning work [13-14].

5. Motivation and Job Satisfaction:

Participative leadership often leads to increased motivation and job satisfaction among team members because they feel their contributions are valued and acknowledged [15].

Effect of Participative leadership on Organisational Development: Organisational dynamics are significantly impacted by participative leadership, which is defined as leaders who actively involve team members in decision-making processes. This kind of leadership fosters a cooperative atmosphere that raises staff morale, engagement, and a sense of pride. When inclusive decision-making is prioritised, teams frequently experience increased levels of creativity, innovation, and better problem-solving. When people feel that their contributions are valued, job satisfaction and employee retention rates typically increase, and team members' leadership skills generally improve as a result [16].

Organisation development, or OD, is a planned, methodical technique to raise an organisation's effectiveness at the same time. The results of Organisational Development (OD) efforts include increased flexibility to change, improved and collaboration. The abilities and skills of employees are frequent. Several research indicate the favourable effects of participative leadership on creativity and innovation. According to research, integrating staff members in decision-making processes fosters innovation and encourages creative thinking. Several research demonstrates the relationship between higher employee motivation and engagement and participative leadership. Higher levels of commitment, work satisfaction, and intrinsic motivation are linked to participative decision-making. The effectiveness of participative leadership in managing change is widely acknowledged. Studies reveal that when workers participative leadership style during times of transition, resistance is minimised and organisational flexibility is improved. Thus a healthy and dynamic organisational culture can be created by combining participative leadership with organisation development, which will promote employee engagement, creativity, and general effectiveness [17-20].



ORGANISATION DEVELOPMENT

Fig.1 Organisation Development

Importance of participative leadership for organisational development: Participative leadership is an essential element of organisational development. It promotes collaboration, engagement and a shared sense of purpose among employees, thereby contributing to organisational growth, resilience and sustainability. Integrating participatory leadership principles into the fabric of an organisation enhances its capacity for positive and meaningful growth. Effective decision making: Although participative leadership involves collaboration, it does not necessarily mean slow decision making. In fact, when decisions involve the people closest to the problem, they can often be made more effectively because these people have first-hand knowledge and insight [20-23].

Increased intrinsic motivation: Intrinsic motivation, which comes from within the individual, is often associated with autonomy and a sense of purpose. Participative leadership provides employees with a degree of autonomy by allowing them to contribute to decisions. This empowerment improves intrinsic motivation, leading to a more engaged and motivated workforce. **Increased job satisfaction:** Employees under participative leadership often feel more satisfied at work.



Participating in the decision-making process gives them a sense of control and autonomy, leading to higher satisfaction with their work and the organisation as a whole.

Empowerment and autonomy: Participative leadership empowers employees by giving them decision-making responsibility. This empowerment fosters a sense of autonomy and ownership, motivating individuals to take initiative and demonstrate greater levels of responsibility in their roles. **Alignment with personal values:** Involving employees in decisionmaking helps align organisational goals with personal values. When individuals can see the connection between their personal values and the organisation's mission, they are more motivated to work toward common goals.

Clear goals and commitment: Leaders engage employees in goal setting and goal setting. This collaborative goal-setting process improves clarity and ensures employees are fully aware of the organisation's direction. Clarity of goals contributes to increased engagement at work.

Long-term sustainability: Participative leadership contributes to the long-term sustainability of an organisation by creating a resilient and adaptable workforce. A collaborative approach helps organisations deal with changes and challenges over time. **Reduce resistance to change:** Employee participation in decision-making processes regarding organisational changes reduces resistance. When individuals understand the reasons for changes and play a role in decision making, they are more likely to accept and support the changes [24].

Innovation and Creativity: Participative leadership's positive impact on innovation and creativity is supported by various studies. Research suggests that involving employees in decision-making processes stimulates creative thinking and contributes to a culture of innovation

Employee Engagement and Motivation: Numerous

studies highlight the connection between participative leadership and increased employee engagement and motivation. A participative approach to decision-making is associated with higher levels of intrinsic motivation, job satisfaction, and commitment [25].

Adaptability and Change Management: Participative leadership is recognized for its effectiveness in change management. Research indicates that involving employees in decision-making during periods of change reduces resistance and enhances organizational adaptability. **Organizational Learning and Development:** The link between participative leadership and organizational learning is explored in studies on knowledge sharing, collaborative learning, and continuous improvement. Participative leaders create environments conducive to learning and development [26-27].

Job Satisfaction and Well-being: Participative leadership's positive impact on job satisfaction and employee well-being is supported by research. Studies suggest that when employees feel included in decision-making processes, their overall job satisfaction and well-being improve.

Team Dynamics and Conflict Resolution: Participative leadership is associated with positive team dynamics and effective conflict resolution. Research indicates that involving team members in decision-making contributes to stronger teamwork and facilitates constructive conflict resolution.

Remember to consult specific studies and scholarly sources for a more in-depth exploration of each aspect. Academic databases, peer-reviewed journals, and authoritative books on leadership and organizational behavior are valuable resources for obtaining references related to participative leadership and its effects on organizational development.

Conclusion: In summary, participative leadership plays a multifaceted role in promoting a healthy, dynamic, and resilient organisational environment. Participative



leadership drives organisational development by contributing to a dynamic, inclusive, and resilient workplace. The collaborative nature of participatory leadership aligns in many ways with organisational development goals, promoting positive outcomes across a variety of dimensions.

Additionally, participative leadership supports the building of a diverse and inclusive environment. By valuing and integrating diverse perspectives, it fosters innovation and creativity within the organisation.

This spirit of innovation is necessary to adapt to changing market needs and stay ahead in the competitive landscape, important aspects of organisational development. Participating leaders also play an important role in skill development and leadership development at all levels. This commitment to continuous learning is consistent with the goal of enhancing the capabilities of the workforce, thereby contributing to the organisational development and success.

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