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THE EFFECTS OF ORGANISATIONAL COMMUNICATION AND PARTICIPATIVE LEADERSHIP ON ORGANISATIONAL COMMITMENT AND JOB SATISFACTION IN ORGANISATIONS

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ABSTRACT

Keywords:

Organizational Communication,
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Job Satisfaction,
PLS-SEM
JEL Codes:
M100, M120, L200

One of the prerequisites for being an effective leader is good communication, with successful organisational communication positively impacting not only the leader but also employees. In fact, in organisational structures with participative leadership, an efficient working environment is most cogently created by ensuring a harmonious relationship between employees and leadership. In the research conducted in the manufacturing sector, white-collar employees working in automobile companies were the focus group: specifically chosen because they are at a significant status level and their working environment is quite intense. Within the scope of the purpose of the research, survey studies were carried out with 334 employees in 2019, and the analysis was conducted with the SmartPLS 3.2 program. As a result of the analysis, it is concluded that organisational communication and participative leadership in organisations are positively affected by organizational commitment and job satisfaction.

ÖRGÜTLERDE, ÖRGÜTSEL İLETİŞİMİN VE KATILIMCI LİDERLİĞİN ÖRGÜTSEL BAĞLILIK VE İŞ DOYUMUNA ETKİLERİNİN İNCELENMESİ

ÖZ

Anahtar Kelimeler:

Örgütsel İletişim,
Katılımcı Liderlik,
Örgütsel Bağlılık,
İş Memnuniyeti,
PLS-SEM
JEL Kodları:
M100, M120, L200

Etkili bir lider olmanın ön koşullarından biri çalışanlar ile iyi iletişim kurabilmekten geçer. Örgütsel iletişimin başarıyla sağlanabilmesi, lideri etkileyebileceği gibi çalışanları da olumlu yönde etkileyebilir. Örgütsel iletişim ve katılımcı liderlik ile örgüt yapılarında çalışanlar ve lider arasında uyumlu bir ilişki sağlanarak verimli bir çalışma ortamı yaratılabilmektedir. Araştırma, üretim sektöründe faaliyet gösteren otomobil firmalarında çalışan beyaz yakalı çalışanlar üzerinde gerçekleştirildi. Özellikle, beyaz yakalı çalışanların önemli bir statüde olmaları ve yoğun bir çalışma ortamında bulunmalarından dolayı araştırmada örneklem kitlesini oluşturmuşlardır. Araştırmanın amacı kapsamında 334 çalışan ile 2019 yılı içinde anket çalışması yapılmıştır. Analizler SmartPLS 3.2 programı ile yapıldı ve yapılan analizler sonucunda, örgütlerde, örgütsel iletişim ve katılımcı liderliğin örgütsel bağlılık ve iş memnuniyetini olumlu etkilediği sonucuna varılmıştır.

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1. INTRODUCTION

Organisational communication is a process of activities for the sustainability of the organisation. Departments within the organisation interact with each other at the same time that employees interact with each other and their surroundings. Organisational communication is integral for the health of the employees, determining the flow, purpose, and direction of the perceptions of communication within the organisation. With the working environment in which the employees are in the organisation, their satisfaction with the business interacts (Shockley-Zalabak, 2014). Judge and Watanabe (1994) argued that there might be different levels of satisfaction among employees with different skills. This is due to the difference in satisfaction of the status differences caused by the hierarchy among employees. Job satisfaction and the opportunities provided within the organisation have been indicated to interact (Tait et al., 1989). Employees want to take a say in the organisations they work for on issues that concern the whole organisation. This request for participation is due to the desire of employees to have a say in management (Dinçer and Fidan, 1996). When the employees are harmonious, their commitment to the organisation in the management process is strengthened, and job satisfaction increases (Eslami and Gharakhani, 2012). In this way, the management structure in which participation is achieved is created, and the importance of participative leadership is revealed (Dahlggaard et al., 2008). Participative leaders take responsibility for the organisation and take part in the organisation's goals. Participative leaders want to approach the ideal, share the vision of employees and the organisation, and get the support of employees to ensure that employees adapt to the organisation (Lam et al., 2015). Participative leaders aim to increase business satisfaction by enabling employees to participate in organisational decision-making and revealing skills that even employees are not aware of. Job satisfaction is generally defined as a positive situation caused by the employee's assessment of his work (Clark, 2001). It is stated that job satisfaction is divided into five different categories: organisational image, organisational vision, leadership, work friends, working conditions (Eskildsen and Kristensen, 2006; Kristensen et al., 2002). Each of the functions carries value for the effective and efficient execution of the

organisation. Organisational communication reveals failures in communication when there is too little or less (Miller and Barbour, 2014). When organisational communication is under-established, employees do not have sufficient knowledge about the organisation, but there is also confusion about the organisation's plans, objectives and expectations. When organisational communication is too much, problems usually occur in large companies. When employees need to make decisions, they feel they have much information. This can lead to the problem of making the wrong decisions. Organisational communication affects employees' knowledge, problem-solving, and decision-making. The decrease in the performance and dissatisfaction levels of the employees due to the leadership style applied and the resulting intention to leave the job can be explained as the problems experienced in the organisations (Jermsittiparsert and Urairak, 2019). Leadership style has an important effect on the employees' level of commitment to the organisation and their job satisfaction (Babalola, 2016). However, it should be possible to communicate between the leader and the employees, that is, in the organisation (Markiz et al., 2017). Organisations need to discuss problems in a healthy communicative environment where everyone communicates easily with each other, intending to find solutions. For this reason, it should be the common goal of all organisations that both communication and leadership models positively affect organisational commitment and employee satisfaction. The research was carried out on white collars working in auto companies. The reason why the research is carried out in auto companies is to examine the attitudes and behaviours of white-collar people who have a busy working schedule and try to fulfil their responsibilities from supply to distribution extreme stress. Under these attitudes and behaviours, their responses to organisational commitment and job satisfaction, under the influence of organisational communication and participative leadership, were investigated. As in every manufacturing company, organisational communication is necessary to avoid any problems in automobile companies, but it has an important effect on its leadership. At the same time, productivity may decrease if the intention to leave is common in the manufacturing sector, so organisational commitment and job satisfaction should be positive. Within this scope, the research model was created to

examine the relationships between organisational communication, participative leadership, organisational commitment and job satisfaction variables.

2. LITERATURE REVIEW

2.1. Organisational Commitment

Human resources are significant in organisations to gain a competitive advantage. In order to increase the commitment of the employees to the organisation, all the positive aspects of the organisation should be reflected within the employees (Obeidat et al., 2014). Organisational commitment is defined as employees feeling a sense of belonging to an organisation and establishing a strong bond with the organisation (Imran and Ahmed, 2012). Meyer and Allen (1997) have developed a three-dimensional commitment model, to identify the status of commitment between the organisation and the employee: emotional, normative, and perpetuating. Emotional commitment is the connection of an individual to the organisation, whereas normative commitment is to connect a person to the organisation because of necessity. Continuity commitment is to be associated with cost in the state of separation from the organisation. Organisational commitment is an important variable (Chughtai and Zafar, 2006), and it is accepted as an essential factor that connects employees to the organisation (Yahaya and Ebrahim, 2016) and plays a role in the organisation's success (Fornes et al., 2008). According to Mowday et al. (2013), organisational commitment is identified when the organisation in which employees are located adopt the values of the organisation and strive to achieve the objectives. When organisational commitment is realised, employees are identified in the organisation (Valaei and Rezaei, 2016), they want to stay internally regardless of what their status is in the organisation is (Nazir and Islam, 2017), and they are happy to be in the organisation (Meyer et al., 2002; Yousef, 2000). Employees contribute to the organisation with their festive performance in terms of business performance (Chen et al., 2006), and the strength of organisational commitment is described as an attitude that reflects the current state and quality of the organisation (Kim et al., 2016). Employees want to work in organisations where they can use their skills, so they prefer to work in organisations that meet their needs and expectations.

Communication, which is a link that connects employees, enables them to work harmonically as a social team; sometimes it brings individuals closer to each other and sometimes plays a role that diverges them from each other. The transmission of emotions, opinions, and information among employees without disruption provides an effective working environment (Potvin, 1992). Therefore, within organisations, employees should attach great importance to the communication factor in order to increase their commitment to the organisation and to manage them (Ilyash et al., 2019). Chen et al. (2006), in their study regarding a healthy communication system between managers and employees in the organisation found that it ensured feelings, thoughts, and information are shared accurately and openly; a sense of solidarity develops, and employees see themselves as part of the organisation, thereby increasing their commitment to the organisation (Chen et al., 2006). In another study, organisational communication was shown to have a positive effect on the levels of commitment to the organisation, as it will be influential in the emergence of caring perceptions (Carriere and Bourque, 2009). Within the framework of the research, two critical variables that may affect organisational commitment, the impact of organisational communication and participative leadership variables, are examined.

2.2. Job Satisfaction

There are many studies on job satisfaction including absenteeism (Kaiser, 2018; Zia-ud-Din et al., 2017), intention to leave (Nantsupawat et al., 2017), and studies associated with performance (Kooij et al., 2017; Owens et al., 2016). Many organisations measure business satisfaction to improve human resources and leadership capabilities. However, job satisfaction can vary according to the personality characteristics of employees as defined about the working conditions within the organisation and the reflection of the attitudes and behaviours of employees to the work they do (Dormann and Zapf, 2001; Jex, 2002). In job satisfaction, having to combat the complex business structures that employees face makes them feel vulnerable (Judge et al., 2017). The irregular business structure within the organisation can negatively affect the job satisfaction of the employees. For this reason, the importance of organisational communication and leadership style is emerging in the face of irregular business structures. At the same time, if

organisational communication comes into play in factors such as communication and leadership style established within the organisation, there may be changes in the productivity of employees. Mainly, leadership is considered to have a substantial effect on the relationship between job satisfaction and performance (Rahmat et al., 2019). If there is no strong link between job satisfaction and performance, it is often due to narrow ideas on leadership style (Organ, 1988). It can be stated that organisational communication and leadership style have positive effects on employee satisfaction. At the same time, the satisfaction of the employees with their jobs can have a positive effect on their performance since there is a positive relationship between management and job satisfaction within the organisation (Judge and Watanabe, 1994). Problems within the organisation can also negatively affect the job satisfaction of employees (Wheaton, 1990). In the studies conducted by Farahbod et al. (2013), Schweiger and Denisi (1991), they found that there is a positive relationship between organisational communication and job satisfaction of the employees. Within recent research, it is stated that employees and senior managers have job satisfaction as a result of open communication channels (De Nobile and McCormick, 2008). Within the study of Xia et al. (2016), they found that if the employees participate in the decisions taken in their organisations, and there is open communication, their job satisfaction increases. Also, Shonubi et al. (2016) stated that organisational communication positively affects both job satisfaction and organisational commitment. Therefore, the effects of organisational communication and participative leadership style on business satisfaction are analysed together with the findings obtained within the scope of the research model.

2.3. Organisational Communication

Organisational communication is defined as the process in which employees' goals and work-related operations are carried out (Samson and Daft, 2009). The healthy presence of organisational communication prevents potential problems within the organisation by explaining the amount of information and complexity that employees perceive. Organisational communication ensures the accurate transfer of the information that employees have in terms of function (Dwyer and Tanner, 2002). In particular, the management level needs to control and convince employees in the

effective use of communication within the organisation. Communication factors, such as sharing communication between employees, affects the morale and courage of employees (Ramus, 2001). One of the most important influences of organisational communication is that employees maintain the organisation's goals and ensure their sustainability. In order to ensure that organisational communication is at the desired level, the leadership style has essential tasks. In particular, healthy communication can positively affect the commitment of employees to the organisation and their job satisfaction. Employees within the organisation must be able to convey their feelings, thoughts, knowledge, behaviour, and various actions to the other party: this is defined as communication (Bakan and Büyükbeşe, 2004). In order for employees to realise this communication, the opportunities provided by the organisation to the employees must also be adequate. In organisations where communication cannot be established, it is observed that employees have job dissatisfaction, insecurity, stress, absence, poor performance, and an intention to leave the job (Yüksel, 2011). In organisations where communication is provided, employees are considered an integral part of the organisation (Sürgevil, 2006). Where organisational communication is provided, employees will feel safe, identify themselves with the organisation, and increase their commitment to the organisation (Öz and Bulutlar, 2009). Besides, if organisational communication is clear and understandable, the job satisfaction of employees is also positively affected (Giri and Kumar, 2010). In organisations with organisational communication, better decisions can be made, better communication is provided between employees, and at the same time, it is possible to increase the motivation and performance of employees by reducing stress. Also, organisational communication provides unity among employees, thereby increasing job satisfaction and a strong commitment to the organisation (Ergeneli and Eryiğit, 2001). Within the scope of the research model, the effects of organisational communication on employee job satisfaction and organisational commitment are investigated. The hypothesis examined and tested in this direction;

H₁: Organisational communication positively affects job satisfaction in organisation.

H₂: Organisational communication positively affects organisational commitment in organisation.

H₃: Organisational communication positively affects participative leadership in organisation.

2.4. Participative Leadership

Participative leadership reduces conflict between employees, prevents the alienation of employees within the organisation, and cares about the thoughts of employees (Huang et al., 2010). In organisations where there is a participative leadership style, the efficiency of the organisation is increased by motivating the employees, ensuring that the opinions of the employees are taken, and giving importance to the participation of the employees in the decisions and planning to be taken by the organisation. Thus, employees work more efficiently when they see the value given to them (Hersey et al., 2007). Participative leaders are defined as leaders who not only can take responsibility but take responsibility for those who work in the organisation, and are open to hearing multiple opinions (Hamel, 2008). Participative leaders understand that they have an important role by adopting as a principle to provide employees with various skills to meet the needs of employees, to develop the creativity of the employees, to innovate the organization, to realize the goals of the organization by using the experiences of the employees (Nemaei, 2012). One of the main reasons for the dulling of the creativity of the employees is the lack of connection between the employee and the organisation (Hax and Majluf, 1984; Miao et al., 2013). The hierarchical order and bureaucratic model in organisations undermine the creativity of employees. That is why it is necessary to give employees the freedom to do their work and to be innovative (Hon and Lui, 2016). If employees are not allowed to participate in the decisions of the organisation, and if employees are not satisfied with their organisation, it is not possible to support the creativity of the employees (Kremer et al., 2019). Research shows that the job satisfaction/satisfaction of the employees in organisations managed by participative leadership is high (Chan, 2019). It has been observed that employees have positive effects on the willingness of other employees to work in organisations that adopt the understanding of participants and their commitment to the organisation. Leaders should not respond negatively to employees in a situation where there is a disagreement and should provide communication most appropriately because participative leadership can be regarded as a vital leadership style that enables

employees to participate in decisions and to solve problems better (Bell and Mjoli, 2014). Miao et al. (2013), and Bell and Mjoli (2014) state that participative leadership positively affects organisational commitment. Besides, Chan (2019) explains that participative leadership increases job satisfaction. For this reason, it is aimed to examine the participative leadership with the findings obtained from the varied effects of organisational communication, as well as the mediation variable between organisational commitment and job satisfaction. The hypothesis examined and tested in this direction;

H₄: Participative leadership positively affects job satisfaction in organisation.

H₅: Participative leadership positively affects organisational commitment in organisation.

H₆: In the relationship between organisational communication and job satisfaction, participative leadership has a mediation variable effect on mediation.

H₇: In the relationship between organisational communication and organisational commitment, participative leadership has a mediation variable effect on mediation.

3. METHODOLOGY

3.1. Measures

The participants were given a 5-dimensional scale (Completely Disagree (1) and Completely Agree (5)) created by literature review. This scale consists of organisational communication (OC), organisational commitment (OCT), participative leadership (PL) and job satisfaction (JS). Standard method variance (CMV) can have an impact on structural results and therefore needs to be checked. The CMV may lead to erroneous conclusions about the relationships between the factors by inflating or deflating the variance (Craighead et al., 2011). Some internal and external operations can be done in CVM control. Some of these methods are to measure the scale questions with different dimensions, to inform the respondents that they will be anonymous, the participation carried out voluntarily and to give a reasonable response time as they should be.

Before the full use of the scale was carried out, a pre-test of 40 people was made, and some items were removed from the scale since it was seen that they were

not understood. At the same time, the factor loads obtained from these items are very low and/or have a very high correlation with other items. The scale was applied to 334 participants in this state. After data entry to SmartPLS program, JS1 expression was removed from the analysis because it shows a low factor load. The sample size was found sufficient for the application method Partial Least Square Structural Equation Modelling (PLS-SEM).

A collinearity test was performed in SmartPLS 3.2. for Multicollinearity and Variance Inflation Factor (VIF) control. VIF values for all of the variables included in the analysis were obtained less than threshold 5. This indicates no problem with multicollinearity. All items VIF value is given in Table 2. At the same time, the correlation values of the variables were not too high. This ultimately means that there is no multicollinearity problem. Correlation values obtained for the data set are given in Table 3.

The questionnaire consists of 4 variables. *Organisational communication scale*, organisational communication scale in the study conducted by Abu Bakar and Che Su (2013) (Cronbach Alpha=0.77) was used. *Participative leadership scale*, the scales in studies by Somech (2005) (Cronbach Alpha=0.90), Chen and Tjosvold (2006) (Cronbach Alpha=0.84) were used. *Organisational commitment scale*, it was created using the work that Allen and Meyer (1990) (Cronbach Alpha=0.79), and Oran (2016) (Cronbach Alpha=0.87) did. *Job satisfaction*, Hanaysha and Tahir (2016) (Cronbach Alpha=0.84), the scales in the studies performed were used. The scales used a 5-point Likert scale ranging from strongly disagree to strongly agree.

3.1. Research Goal

The research was conducted on white-collar employees working in automobile companies operating in the manufacturing sector. It is aimed to reveal the relationships between variables.

3.2. Findings

The data used in this study were collected from the Istanbul of Turkey because there are many auto companies in this region, and it is a region where the industry rapidly develops. Auto companies are companies that have an economic contribution

among manufacturing companies, and it is thought that organisational communication, participative leadership, organisational commitment, and job satisfaction factors may be more interactive in these companies. Within the scope of our research, a questionnaire was conducted with 334 white-collar employees in 2019. In addition, since the surveys were collected from individuals on a voluntary basis before 2020, the ethics committee decision was not taken.

Table 1. Profile of the company employees

Questions	Option	Frequency	Percentage	Mod
Gender	Female	152	46	Male
	Male	182	54	
Age	30-40	126	38	30-50+ age
	40-50	177	53	
	More than 50	31	9	
Education	University	258	77	University graduates
	Master Degree	76	23	

Frequencies, percentages, and mod of the demographic questions asked to the participants are given in Table 1.

Scale; the manufacturing sector has also been applied to 334 white-collar employees working in different departments of auto companies. 182 (54%) male and 152 (46%) female white-collar respondents to the questionnaire. 126 (38%) of the participants were between the ages of 30-40; 177 (53%) are in the 40-50 age group. The number of managers over the age of 50 was 31 (9%). While 258 (77%) of the employees who answered the questionnaire were university graduates; 76 of them (23%) have a master's degree. It was investigated whether the data obtained in the study had a significant difference between each other according to the categories. Accordingly, since the genders and education results were obtained in two categories, independent sample t-tests were performed to determine whether there was a difference between all factor averages according to these demographic characteristics and according to both gender (P-value; 0.556) and education (P-value; 0.112). Since the obtained t-test P value > 0.05, the alternative hypothesis that claimed that there was a difference between the mean scores between the categories was rejected. One Way ANOVA test was performed because there are more than two

categories to look at the difference between the mean scores given by the variable age categories. Since the obtained P value ($0.067 > 0.05$), there is no difference between the mean scores given according to the categories of the age variable, and for this reason, there is no harm in using the data together.

3.3. Research Framework

Based on the literature review, the research model was composed of three sections: the first section consists of the independent variable of organisational communication and dependent variables of organisational commitment, participative leadership, and job satisfaction. The second section consists of the independent variable of participative leadership and dependent variables of organisational commitment and job satisfaction. The third section consists of the analysis of the mediation effect of participative leadership variable in the relationship between organisational communication-organisational commitment and organisational communication-job satisfaction variables. The related literature has been carefully researched, and a research model has been established. This model and the hypotheses to be tested are given in Figure 1.

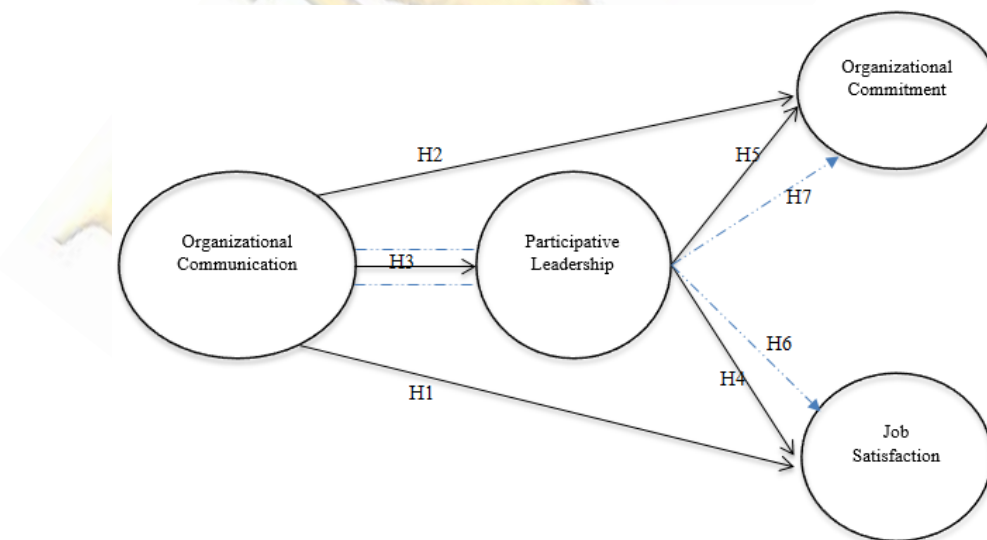


Figure 1. Research Model

4. ANALYSIS

In the research, a quantitative approach has been adopted. In the first stage, the effects of independent variables on dependent variables will be analysed (H1-

H5). The second stage consists of mediation effect analysis (H6-H7). In the H1-H3 hypotheses, the independent variable is the OC, and in the H4 and H5 hypotheses, the independent variable is the PL variable. In the H6 and H7 hypotheses, the mediation effect of the PL variable was tested.

Factor analysis was used to test the structural validity of the scale. SmartPLS program was used in the procedures to be applied for all data obtained from the scale. The research model given in Figure 1 was tested, and the suitability of the model was checked. For SmartPLS, the model must be reflective or formative. Different analysis results are presented in the case of reflective or formative models. Therefore, confirmatory tetrad analysis was performed first to reveal the structure of the model. When the obtained results are examined, it is seen that all items have their variables and all variables have a reflective model. Analysis results are given by using reflective model descriptors on this result. As can be seen in Figure 2, the analysis includes four essential variables and 24 items belonging to these necessary variables. The results obtained are presented in Figure 2. This figure shows the factor loads between the variables in the model. Structural measurement values obtained as a result of factor analysis are given in Table 2.

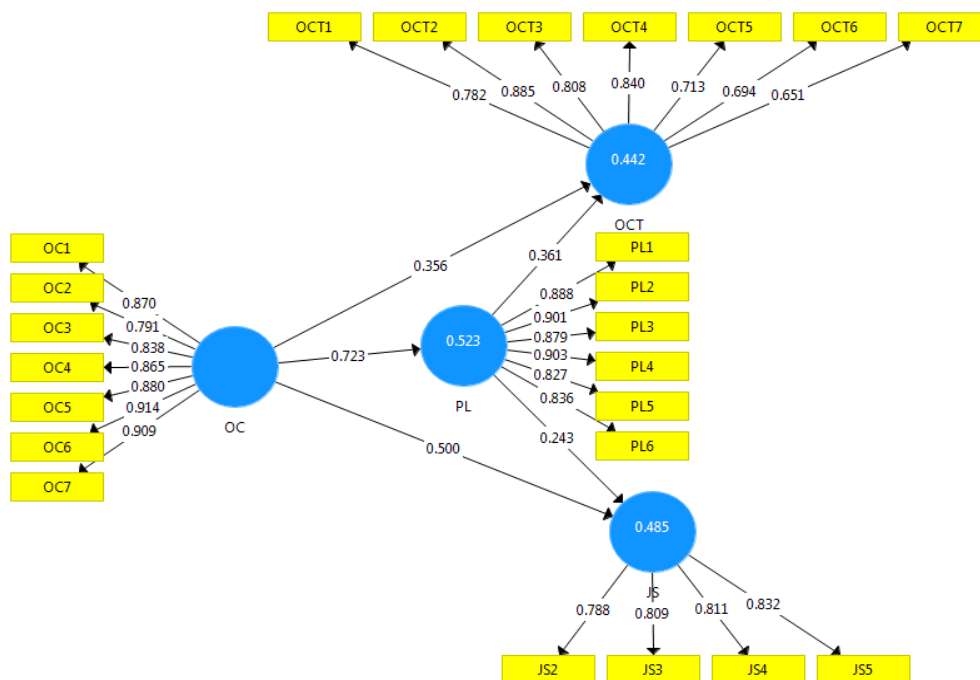


Figure 2. Factor Analysis Results

In Figure 2, factor loads of items, path coefficients between variables and R Square values between latent variables are given. The values printed on the arrows between the factors and items indicate the factor loads of the items. The values in the arrows between the factors give the path coefficients. Values written in factors are R Square values.

Factor loadings show the relationship of items with factors while factor analysis. When the factor loads are examined, it can be seen that the factor loads of the others are above 0.70, except for two items. Since the value of 2 items is very close to 0.70, it is not excluded from the analysis. The model may be reflective or formative, but its outer weights should not be harmful. A negative outer weight indicates that there is a multicollinearity problem between the indicators (Hair et al., 2017). It can be said that there is no multicollinearity problem since there is no negative Outer weight. The fact that the R Square value is greater than 0.26 indicates that the variables explain each other inappropriate dimensions. In order to test whether factor loads are meaningful or not, the hypothesis established as "Factor loads are significantly different from zero value" was tested and all t values were found to be greater than 1.96, and p-Value values were also found significant at the significance level of 0.05. All of the items are statistically significant for the latent variables they explain in the model. VIF values were examined to see if there is a multicollinearity problem. Since these values are below 5, there is no multicollinearity problem in the model. In the factor analysis stages, all model variables and items gave appropriate results.

Table 2. Factor Analysis Results

LV	Indicators	Factor Loadings	Outer Weights	Adj. R Square	T Statis.	VIF
Job Satisfaction (JS)	JS2. I'm glad the company I work for gives me the opportunity to do things for others.	.788	.316		8.479	1.595
	JS3. At the company I work for, I'm glad I have the chance to do different things from time to time.	.809	.282		8.786	1.843
	JS4. I'm glad I have the opportunity to work alone in the company I work for.	.811	.283	.474	8.969	1.845
	JS5. I am satisfied with the sense of success I have received in return for the work I do in the company I work for.	.832	.353		9.748	1.753
Organizational Communication (OC)	OC1. In my company, communication is basically healthy.	.870	.175		16.247	3.492
	OC2. Feedback is evaluated by the administration in the company I work for.	.791	.161		13.070	2.097
	OC3. There is good communication for the manager/supervisor to better understand the employees.	.838	.168		16.833	2.714
	OC4. There's intimacy in the company I work for, in communication.	.865	.153	-	13.023	3.187
	OC5. In the company I work for, communication is taken into account by the administration.	.880	.166		19.537	4.069
	OC6. In the company I work for, the instructions are given politely.	.914	.164		18.921	4.851
	OC7. In the company I work for, there is effective organisational communication to reduce conflicts.	.909	.166		17.693	4.407
Organisational Commitment (OCT)	OCT1. Even if I wanted to, it would be very difficult for me to leave this company right now.	.782	.180		8.003	2.097
	OCT2. If I had decided to leave this company now, most of my life would have been turned upside down.	.885	.237		9.561	3.549
	OCT3. This company means "very special" to me.	.808	.188		7.868	2.767
	OCT4. I owe a lot to this company.	.840	.210	.431	9.742	2.529
	OCT5. If I leave this company right now, I'd feel guilty.	.713	.185		6.631	1.717
	OCT6. I'd be happy to spend the rest of my career in this company.	.694	.167		5.994	2.062
	OCT7. I feel like I have my own problems with this company's problems.	.651	.112		4.232	1.852
Participative Leadership (PL)	PL1. Managers consult with me about significant changes.	.888	.186		16.598	4.998
	PL2. Managers allow me to influence decisions about long-term plans and goals.	.901	.191		22.042	4.378
	PL3. Managers ask my opinion about the decisions they make.	.879	.173	.518	20.076	4.670
	PL4. Managers ask for my suggestions on how to carry out work.	.903	.184		19.600	4.234
	PL5. Managers allow me to set my own goals.	.827	.204		13.503	3.642
	PL6. Managers give me important opportunities to work independently.	.836	.210		13.278	3.736

Table 3. Construct Reliability and Validity Indicators

Variables	Number of Items	Cronbach Alfa (α) Values	AVE	CR	Rho_A
Job Satisfaction	4	.826	.656	.884	.832
Organizational Communication	7	.945	.753	.955	.945
Organizational Commitment	7	.885	.595	.911	.903
Participative Leadership	6	.937	.761	.950	.938

Construct reliability and validity Indicators are given in Table 3. Cronbach's alpha reliability coefficient is one of the methods commonly used in calculating reliability for a scale. This value provides information about whether questions within the scale create a whole to describe or query the same type of structure. The high number of Cronbach alpha coefficients of a scale means that items on the scale are so consistent with each other and measure the elements of the same property (Alpar, 2011). Hair et al. (2014) and Nunnally (1994) in social sciences. It means that .70 expresses an adequate level of reliability and that the level of reliability is an acceptable value of up to .60 for exploratory research. Rho_A; coefficient indicates whether the data is consistent. If this coefficient is above 0.70, it indicates reliable measurement and data is consistent (Ratzmann et al., 2016). Average Variance Extracted (AVE) gives Convergent Validity of the scale. This value is interpreted together with the CR value. In order to provide Convergent Validity, all CR values obtained from the scale must be greater than the relevant variable's AVE values, and the AVE value must be more than 0.50. If the result is between 0.70 and 0.90, it can be interpreted as "satisfactory" and "good" (Hair et al., 2019).

Table 4. Latent Variables Correlation and Discriminant Validity Indicators

Correlations				Discriminant Validity (Fornell-Larcker Criterion)				Heterotrait-Monotrait (HTMT) Ratios		
	JS	OC	OCT	JS	OC	OCT	PL	JS	OC	OCT
JS	1			.810						
OC	.676	1.000		.676	.867			.755		
OCT	.495	.617	1.000	.495	.617	.771		.564	.652	
PL	.604	.723	.618	.604	.723	.618	.873	.678	.762	.667

Correlation analysis has been used to measure the degree of this relationship if there is a linear relationship between the two variables or whether a variable has a relationship between two or more variables in terms of strength and direction (Alpar, 2011; Kalaycı, 2010). As a result of correlation analysis, we can explain that the relationships between variables are positive and meaningful. In other words, organisational commitment and job satisfaction can be supported in mediation variable relations in a positive direction, where organisational communication and participative leadership influence. Discriminant validity values are an indicator of how many latent variables differ from each other. While interpreting this value, all values in rows and columns in the table are checked. When a latent variable is compared with itself, the discriminant validity value obtained must be greater than all values in the same column and the same row of the table (Fornell and Larcker, 1981). Heterotrait-Monotrait (HTMT) is one of the values used to interpret discriminant validity in ratios. If the obtained HTMT ratios are greater than 0.85 (Kline, 2011) or 0.90 (Gold et al. 2001), discriminant validity could not be achieved. When table 4. is examined, it can be seen that the model provides discriminant validity. After these processes, testing of hypotheses can be started.

Table 5. Path coefficients and test results for hypotheses

Hip.	Paths	Path Coefficients	T Statistics	P Values	Decision
H1	OC→JS	.501	4.479	.000	Accept
H2	OC→OCT	.356	2.898	.004	Accept
H3	OC→PL	.723	15.535	.000	Accept
H4	PL→JS	.242	2.373	.018	Accept
H5	PL→OCT	.361	2.929	.004	Accept

Path model results are presented in Table 5. T statistics values of path coefficient values are greater than 1.96. This value is the t-test table value with 95% confidence level. All P values are less than 0.05, which results in the conclusion that all relationships are supported, path coefficients are significant, and there is a positive effect between the variables in the direction of the arrow.

Table 6. Mediation Effect Results

Hip.	Paths	Path Coef.	T Statistics	P Values	VAF	Decision
H6	OC→PL→JS	0.175	2.308	.021	0.26	Accept
H7	OC→PL→OCT	0.261	2.897	.004	0.42	Accept

After determining the mediator effect of the PL variable, VAF value calculation was used to know how much of the effect this size is. The VAF account was proposed by Nitzl and Hirsch (2016). If VAF values are below 20%, zero mediator effect is mentioned, while 20-80% of VAF value means partial and more than 80% means full mediator effect. The formula $[VAF=(a*b)/(a*b+c)]$ is used to calculate the VAF value. In this formula, (a) Path value between the first and second variables, (b) Path coefficient between the second and third variables, and (c) path coefficient first and third variables. It was found to be VAF $[(0.723*0.0242)/(0.723*0.242+0.501)= 0.26]$ for H6.

Hypotheses, where mediation variable effects are tested, are supported as a result of analyses made in H6 and H7. The importance of participative leadership understanding in terms of both organisational commitment and job satisfaction is supported.

5. DISCUSSION

It is important for participative leaders to appreciate the successful work of employees, to support the creativity of employees, to cooperate with employees, and to ensure a commitment to the organisation. When participative leaders share their plans with employees, the degree of satisfaction of what employees do also begins to increase. It is imperative for employees to feel valued in terms of participative management and organisational commitment (Amabile, 1998). When the research results are examined, participative leadership has a positive effect on employees. Participative leaders positively affect both employees' commitment to the organisation and their job satisfaction. This situation explains why employees that are valued show a positive attitude and behaviour. Employees are satisfied with what they do when they reveal their intellectual and physical abilities. Instead of

being directed to targets by leaders in their organisations, employees demonstrate their commitment to the organisation when they are taken into account, and their needs met. In organisations where organisational communication is established healthily, employees are satisfied with their work and use their skills effectively (Özel, 1995). When the effects of organisational communication examined within the scope of the research model are analysed, hypotheses are supported. In cases where organisational communication can be provided, the process within the organisation is positively affected. In other words, both the commitment of employees and their job satisfaction are positively affected and supporting research results reveals the importance of organisational communication. Organisational commitment is defined as a psychological condition that allows employees to connect to the organisation, and for organisational commitment to be healthy, the style of communication and leadership plays a key role for organisations. Job satisfaction expresses the emotional state of employees within their roles in the organisation, so it expresses the business attitude of the employees. This dedication of the employees is due to the desire to achieve general satisfaction. Leadership style plays an essential role in ensuring this satisfaction and participative leadership impacts other leaders, social relations, high self-confidence, working-loving, equal lyre, and forward-thinking leaders among employees (Beduk et al., 2004). Within participative leadership, employees have a say in their work when making decisions about the work they will do, thus creating a desire and commitment to the job (Erkutlu and Yüksel, 2003). When looking at the research, Moustakova (2017) states in his doctoral thesis that participative leadership positively affects both job satisfaction and employee engagement. Besides, Ghaffari et al. (2017) stated that participative leadership positively affects job satisfaction. Banjarnahor et al. (2018) also explained that participative leadership positively affects both job satisfaction and organisational commitment.

For this reason, the importance of how the organisation is managed and what leadership style is governed is revealed. Leaders must take the idea of the employees and act together before making decisions for the organisation (Ceylan, 2002). In this way, communication between upper and subordinates within the hierarchical structure is healthier and more open. When looking at the research on organisational

communication, it is stated in the study conducted by Moyo (2019) that organisational communication positively affects organisational commitment. Mehra and Nickerson (2019) also noted in their study that organisational communication positively affects job satisfaction. In the study by Widyanti (2020), it is explained that organisational communication positively affects organisational commitment. Having a healthy organisational communication and managing the organisation as participative leadership not only provides employee satisfaction but also strengthens employees' commitment to the organisation. In future studies in this field, conducting research that examines the attitudes and behaviours of employees will significantly contribute to the literature.

6. CONCLUSION

As a result of the analysis of the findings, we can see that organisational communication and participative leadership have positive effects on organisational commitment and job satisfaction. Participative leaders enable employees to participate in the organisation and to participate in the process about decisions to be made. In this way, employees have the chance to express their views in the management of the organisation, so their allegiance to the organisation begins to form. At the same time, they realise that what they do means something. One of the most important features of a participative leadership style is that they adapt quickly to changing environmental conditions to keep the organisation afloat. When you look at the variable effect of participative leadership mediation, it can be seen that organisational commitment and job satisfaction have a positive effect. Therefore, both the impact of organisational communication and the mediation effect of participative leadership positively increase the commitment and job satisfaction of the employees to the organisation. Participative leadership has an important feature that motivates and directs employees in achieving the organisation's goals (Tüzün, 2013). At the same time, by ensuring harmony between the employee and the organisation, it plays a key role in the realisation of common goals, has an important effect in responding quickly to environmental conditions in an intense competitive environment, and finds a joint participation solution to the problems faced by the organisation (Özden, 2013). When we look at the research in the field of job

satisfaction, it can be seen that there are cultural differences (Kristensen et al., 2002; Sousa-Poza and Sousa-Poza, 2000) because there may be differences in attitudes and behaviours of individuals working in different firm structures in different sectors. Especially when examined in terms of the limitations of the research, the research was carried out on white-collar employees working in companies in the auto industry. If the research was done on blue-collar, different results could be obtained. Alternatively, if it was examined in different sectors, different results will likely be obtained. Therefore, by comparing cultural differences, it is possible to measure and analyse the reactions of employees to job satisfaction. The reason for these differences is that working conditions and organisational structures vary from country to country. Therefore, differences in the attitudes and behaviours of employees may also differ in the responses to job satisfaction. In terms of organisational communication and participative leadership, the job satisfaction of the employees is positively affected by the results of the research. Since it is not correct for the research conducted in a particular sector to appeal to the general, it will be possible to obtain healthier results by analysing the responses of the employees through research conducted in different working conditions in different sectors.

ETHICAL DECLARATIONS

Funding: This study was conducted without any financial support from any institution.

Conflict of Interest: There is no conflict of interest between the authors.

Ethical Approval: All procedures performed in the research comply with the ethical standards of the institutional and/or national research committee and the 1964 Declaration of Helsinki and subsequent amendments or comparable ethical standards.

All individual participants included in the study were informed, and questionnaires were collected voluntarily. In the questionnaires, name-surname and company name were not requested from the participants.

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