Research Paper: The Influence of Respect for Employees on the Relationship between Participative Leadership and Job Satisfaction: A Case Study at Universiti Teknologi Malaysia

Sara Ghaffari 1, Dr. Ishak Mad Shah 1, Dr. John Burgoyne2, Dr. Mohammad Nazri 3, Jomana Salah Salah Aziz 1

1 Sara Ghaffari, PhD Candidate in Faculty of Management, Universiti Teknologi Malaysia, Skudai, Johor, Malaysia, saragh7@yahoo.com
2 Ishak Mad Shah, Associate Professor, Faculty of Management, Universiti Teknologi Malaysia, Skudai, Johor, Malaysia, ishak@utm.my
1 John Burgoyne, Professor, Department of Management Learning and Leadership, School of Management, Lancaster University, Lancaster, Lancashire, England, j.burgoyne@lancaster.ac.uk
2 Senior Lecturer, Mohammad Nazri, Faculty of Business and Accountancy, University of Malaya, Kuala Lumpur, Kuala Lumpur, Malaysia, nazrry@um.edu.m
1 Jomana Salah Salah Aziz, Master in Management, Universiti Teknologi Malaysia, Skudai, Johor, Malaysia, jomanasalah@utm.my

Address for Correspondence: Sara Ghaffari, PhD Candidate in Faculty of Management, Universiti Teknologi Malaysia, 81310, Skudai, Johor, Malaysia

ARTICLE INFO
Article history:
Received X X 201X
Accepted X X 201X

Keywords: Participative Leadership, Respect for Employees, Job Satisfaction

ABSTRACT
Background: The current research verifies the relationships between participative leadership, respect for employees and job satisfaction. Contemporary research is concerned with investigating the relationship between participative leadership and respect for employees; the relationship between participative leadership and job satisfaction and the relationship between respect for employees and job satisfaction. The current study involves with deputy and assistant registrars in Universiti Teknologi Malaysia (UTM). The population of this study is 123 employees. A total of 123 questionnaires were distributed, and a total of 93 questionnaires were applied for analyzing. The various instruments were applied in the questionnaire: Empowering Leadership Questionnaire (ELQ), Organizational Justice Scale, Conditions of Work Effectiveness Questionnaire (CWEQ), Job Involvement Scale and Job Satisfaction Survey (JSS). The current study applied Statistical Package for Social Science (SPSS) 22.0. Objectives: The first objective of this research is to determine the level of participative leadership style among the managers in Universiti Teknologi Malaysia. The second objective is to determine the level of respect for the staff in Universiti Teknologi Malaysia (UTM), and the level of their job satisfaction. The third objective of the current research is to determine the relationship between participative leadership and job satisfaction. The forth objective of the current research is to determine the relationship between participative leadership and respect for employees and the fifth objective of the current research is to determine the relationship between respect for employees and job satisfaction. Results: The analysis confirmed a positive relationship between participative leadership and job satisfaction. The current research confirmed a significant and positive relationship between participative leadership and respect for employees. And the research confirmed a positive relationship between respect for employees and job satisfaction. Conclusion: The current study investigated the influence of showing respect for employees on the relationship between participative leadership and job satisfaction, the researchers suggest it is essential for the future studies to concern about the other performance indicators such as job performance and commitment since job satisfaction is only one of the performance outcomes in the organizations.
INTRODUCTION

This research suggests that applying participative leadership will increase employees' job satisfaction, since applying this style of leadership enhances the level of respect for employees, which will eventually increase their job satisfaction level.

Many studies have been done on the direct effect of leadership on the leadership outcomes such as performance, job satisfaction, and commitment. This study is an attempt to help leaders to understand whether their leadership style directly influences their employee's job satisfaction.

Leadership is vital for organizations to influence individual and group behavior (Yukl, 2010; Lussier, 2001). Leadership can guide them to achieve the organization goal, through sending messages about how to behave and how to conduct job (Hart, 1995). In addition, leadership plays main role in generating and maintaining effective organizations (Rok, 2009). As a result, leadership is one of the most concepts widely studied, debated, and sought-after properties of organizational life. Because, both leaders and organizations seek to know what makes an effective leader to reach to the ultimate organizational success. Researchers have been interested in studying the different styles of leadership to come to a better understanding to the best way of leading the organizations effectively.

Since over the years many researchers have paid more attention to the effects of transformational, transactional and charismatic leadership styles on the behaviors and attitudes of followers (Balgobind, 2002), but other theories such as path-goal leadership theory is ignored. Therefore the current research applied path-goal leadership theory. The path-goal leadership styles are effective as enabling to balance employees' environments and their abilities. The path-goal model is a theory based on specifying a leader's style or behavior that best fits the employee and work environment in order to achieve a goal (House, and Mitchell, 1974). The goal is to increase the employees' motivation, empowerment, and satisfaction, so they become productive members of the organization. The path-goal theory can best be thought of as a process in which leaders select specific behavior that are best suited to the employees' needs and the working environment so that they may best guide the employees through their path in the attainment of their daily work activities (goals) (Northouse, 2013). The leaders, who adopt the path-goal leadership model guide and help the employees to achieve both personal and organizational goals. The path-goal leadership model defined four types of leadership styles: directive, supportive, participative and achievement styles (House and Mitchell, 1974). The leaders adjust their styles of behavior to the employee and task characteristics so that the employee's motivation is to excel at their goal. Many researchers study participative leadership style as this leadership style can generate higher level of job satisfaction than the other three styles in path-goal theory. Regardless of this fact, researchers are interested to study participative leadership style as they believe this leadership style is the style of future organizations (Hart, 1995). Rok (2009) agreed that applying participative leadership style helps the organizations to grow in the competitive world. Doucouliagos (1995) remarked that a participative leadership style reduces the need of costly monitoring and increasing work effort and productivity. Hart (1995) and Dubrin (2012) added that participative leadership style increases the quality of the decision, the decision acceptance, and satisfaction with the decision process (Yukl, 2010).

It is also found that participative leadership style is positively correlates with organizational job satisfaction (Miller and Monge, 1986; Gregersen et al., 1998). Job satisfaction, as defined by Locke (1976) is a positive feeling or emotional, came from the job experience. Job satisfaction also influences various organizational outcomes, such as absenteeism, turnover, and performance (Mirvis and Lawler, 1977). Many researchers study the direct effect of participative leadership on the employee's job satisfaction, and they found there is a positive relationship between participative leadership and job satisfaction. Kim (2002) identified a positive relationship between participative management style and employees job satisfaction. Scott-lad and Marshall (2004) indicate that participative leadership style has a direct positive influence on job satisfaction.

Problem Statement

The leadership style is so important in order to achieve organizational goals (McColl-Kennedy and Anderson, 2002). As leaders can apply different styles, it is argued that they can influence job satisfaction of their employees (House, 1996). Changes in job satisfaction will, later, result into modifications in turnover, absenteeism (Mirvis and Lawler, 1977), as well as employees' performance.

Studies on the influence of leadership style on job satisfaction have been most focused on transformational, transactional and characteristic leadership (Balgobind, 2002). There are, however, not
the only important leadership styles that may be found within the organizations (Hart, 1995; Rock, 2009). Participative leadership style that has been presented for many years and derived from the path-goal theory by House (1971) has been left in the shadow by researchers who focused on transformational and characteristic leadership. However, participative leadership style has been more concerned of the current studies and revealed that applying this style is a necessity for future organizations to survive (Hart, 1995; Rock, 2009). Furthermore, many researchers argued that there is a need for moving toward participative leadership, to generate more from human capital within the organization (Hart, 1995). This leadership style has a strong relationship with leader’s outcomes such as job satisfaction (Kim, 2002; Schein, 2004).

In addition, it is important to look at the role of respect for the employees within the leadership process, as respect for employees is so important in today’s organizations in order to increase satisfaction in employees and enhance organizational effectiveness (Pollitt, 2011). Moreover, it is argued that providing opportunities for employees to participate, satisfies their higher order needs, such as self-expression, self-dependency, and helps the employees to feel more respected by their leaders (Rock, 2009). Researchers believe that applying participative leadership encourages the employees’ involvement and helps them to use their voice and be part of management, which ultimately promotes their job satisfaction (Schmidt, 2010). From these studies, it is noted that the body of knowledge was short of relevant data about respect for employees in public organizations. Hence for this study the respect for employees of UTM deputy and assistant registrars is investigated and analyzed.

However, with all the interest in participative leadership as a style for future organization the researchers became interested to focus on this matter. According to Early and Chin (2010) the most common leadership in Malaysia context was autocratic leadership, where followers are required to follow the instructions of leaders without questioning. But, this matter has changed during the recent years. The study of Lokman et al. (2008) indicated that the most common leadership style implemented by secondary school principals in Johor state of Malaysia is human resources leadership style, where leaders pay more attention on followers needs. The human resource leadership style has similar characteristics as participative leadership style. Meanwhile, it is found that studies have been carried out to examine the participative leadership in different private sectors such as hotels, hospitals, telecommunication companies. However, there is lack of studies that have focused on public organizations, especially academic institutions. Hence, it could be interesting to examine the participative leadership among deputy and assistant registrars of Universiti Teknologi Malaysia.

**Literature Review:**

Leadership is vital for organizations, because it has a strong influence on individual, and group behavior. Leadership is “the influencing process of both leaders and followers to achieve the organizational’ goal” (Lussier, and Achua, 2001). Also leadership is “an ability to inspire, support, and build a relationship among the people who are needed to achieve organizational goals” (DuBrin, 2012). In addition, Gill (2012) defined leadership is “a performing art, practical application of science and an organized body of knowledge hold together to achieve the organization’s goals”. The great man theory is one of the famous and earliest theories in leadership. According to the great man theory leaders are born with a set of specific skills and traits that makes an individual destined for a leadership position. Also known as a trait perspective to leadership indicates that certain individuals have special innate or inborn characteristics or qualities that differentiate them from non-leaders (Northhouse, 2013). Specially, these characteristics were believed to include height, weight, appearance, intelligence, disposition and others. In 1940, researchers move trait theory to behavior theory to examine the behaviors that linked with effective leadership. This theory is an attempt to find one best style in all situations and to indicate what behavior distinguishes the effective leaders from ineffective leaders (Lussier and Achua, 2001). In the late of the 1960s, the researchers more focused on the contingency theories. Lussier and Achua (2001) indicated that contingency theories try to find the appropriate leadership style based on leaders, followers, and the situations. And shows how the leaders are responsible to choose the most effective leadership for each employee in the organization. One of the important theories in leadership is path-goal theory. This theory indicates how the leader’s behavior influences the satisfaction and performance of the subordinates. This theory developed from contingency theory and derived from motivation theory and focus on the impact of leadership on performance and job satisfaction. The path-goal theory was developed by House (1971) and refined by House and Mitchell (1974). The path-goal theory suggests that the behavior of the leader has motivating and satisfying effect on the follower. Furthermore, the path-goal theory tries to show how leaders’ styles (directive, supportive, participative, and achievement styles) can motivate and satisfy subordinates needs by helping them through providing guidance, support, and
appropriate rewards system to generate an effective performance (House, 1996). Participative leadership is an attempt from leaders to help the employee's involvement in making decisions (House, 1996).

Respect is an important entity for employees in organizations. Kent is the first philosopher who paid attention to the importance of treating others with respect. Moreover, respect for employees becomes more important for human resource as a vital factor for successful organizations.

One of the important performance outcomes in organizations is job satisfaction. According to Locke (1976) job satisfaction is a positive feeling, or emotional, derived from job experience. One of the important theories in job satisfaction is Herzberg's two-factor theory. This theory presented by Herzberg in 1959, which suggests two factors enhance the work satisfaction: hygiene factor and motivator factors. Hygiene factors such as supervision, working conditions, interpersonal relationship, and payment. Motivator factors such as achievement, recognition, the work itself, responsibilities, and growth. Furthermore, in path goal theory, House (1996) indicated that leader's behavior must encourage and motivate employees. Such behavior satisfies the subordinate needs. He mentioned that the needs in participative style are similar to those in Herzberg's theory. Recognition, achievement, and growth can be met by encouraging subordinates in making decisions. Participative style provides the opportunity for the subordinates to use their voice, and be rewarded through presenting their ideas and contributions. The other important theory in job satisfaction is job characteristic theory. According to Oldham and Hackman (1976) job characteristic theory focuses on the conditions that motivate individuals to perform effectively. This theory concentrate on the interaction between three variables: a. the psychological state, b. the job characteristics which create the psychological state, c. individuals attribute, which determine individuals, respond to challenging job. One of the other important theories of job satisfaction is the equity theory. The equity theory indicated that people tend to compare the effort they put in the job (experience, education, effort), and the outcome they receive (salary, reward, recognition) with other people from the same organization or outside the organization. According to Robbins (2003) and Schermerhorn et al. (2008) if the employees feel that they are treated equally, their job satisfaction will increase.

The relationship between Participative Leadership, Respect and Job Satisfaction:

According to Likert (2003) employee's involvement is a key for the organization success. The employees are the one who cause their system work lively, they contribute in solving the organizational problems. In addition, many researchers suggested that participative leadership can enhance the employees' job satisfaction. Kim (2002) indicated that empowered employee would create a higher level of motivation and job satisfaction. When the employees are given the power to work and make decisions they will feel more independency, and more responsible which leads their performance be increased. Likert (2003) and Yukl (2010) indicated that participative leadership outstretches the sense of equality and fairness in the organization, which leads feeling more respect. Hart (1995) mentioned that participative leadership aliens with high moral and more respect.

Likert (2003) asserted that empowerment in employees will leads to spread the sense of equity among the employees, and makes the employees to be effective in the organization development. Rock (2009) noticed that participatory system gives the employees the chance to express their ideas, and use their voices to make significant decisions in the organizations. Luthans (2002) indicated that participative leadership leads to enhance employees' job satisfaction. In addition, Yukl (2010) and Luthans (2002) asserted that employees' involvement and participating in the process of decision making will increase their job satisfaction and performance. Moreover, Boles et al. (2001) and Reddy and Sudneer (2011) investigated the relationship between job involvement and job satisfaction. And they found that job involvement had a positive relationship with job satisfaction.

The following hypotheses are presented in this study:

H1: There is a significant relationship between participative leadership and job satisfaction.

H2: There is a significant relationship between participative leadership and respect for employees.

H3: There is a significant relationship between respect for the employees and job satisfaction.

Research Purpose and Objectives:

This study aims to empirically verify if participative leadership style, consider the most appropriate style to increase the respect in the organization, for enhancement the employees' job satisfaction and this may be achieved through the following objectives:

1. To determine the level of participative leadership style among the managers in Universiti Teknologi Malaysia (UTM).
2. To determine the level of respect for the staff in Universiti Teknologi Malaysia (UTM), and the level of their job satisfaction.
3. To determine the relationship between participative leadership and job satisfaction.
4. To determine the relationship between participative leadership and respect for employees.
5. To examine the relationship between respect for the employees and job satisfaction.

**Conceptual Framework:**

![Diagram of Conceptual Framework](image)

Base on the conceptual model of the study, three main hypotheses developed, which the relationships between the three variables were investigated.

**Fig. 1:** The Conceptual Framework

**Research Method:**

The quantitative approach was applied for the survey method. In addition, this study used a descriptive and co-relational research design in an effort to explore the statistical relationship between the identified variables of the study. The current study obtained the information about the level of participative leadership style through applying empowering leadership questionnaire (ELQ) developed by Arnold et al. (2000). And the three dimensions of respect, for measuring fair treatment, items adopted from organizational justice scale by Nieoff and Moorman (1993), for measuring opportunities to develop and grow, items adopted from conditions of work effectiveness questionnaire (CWEQ) by Hatcher, and Laschinger (1996), and for measuring the job involvement, items adopted from job involvement scale developed by Vroom (1962). Information for job satisfaction obtained through job satisfaction survey (JSS) developed by Spector (1985).

**Demographic Profile:**

From the total of 93 non-academic staff, 51% (48) were female and 48% (45) were male; the population of female was more than men. (99%) 92 respondents were Malaysian and (1%) one person was Indian. (21%) 20 respondents were single and (78%) 73 respondents were married. 43% (40) of the respondents were between 20-30 ages; more than 30% (28) of the respondents were between 31-40 ages; more than 17% (16) of the respondents were between 41-50 ages; more than 9% (9) of the respondents have more than 51 years old. When respondents were evaluated on the basis of their current working experience; more than 55% (52) had one to ten years working experience; more than 23% (22) had working experience between 11 to 20 years; 15% (14) had working experience between 21 to 30 years; and more than 5% (5) of non-academic staff had more than 30 years of working experience.

**Data Analysis:**

Data gathered from the questionnaires which were analysed with "Statistical Package for Social Science" (SPSS) version 22.0. Descriptive statistics and Inferential Statics were used for achieving the objectives of the study.

**RESULTS AND DISCUSSION**

**Level of Participative Leadership:**

First objective of this research is to determine the level of participative leadership among the deputy and assistant registrars. The related mean was 4.09 which showed the high level of participative leadership. In other words deputy and assistant registrars are used to be empowered, and involved in making decisions. The standard deviation of 0.348 showed that there is not much difference in terms of their choices for the items in this variable.

**Level of Respect for the Employees:**

The other variable in the current research is respect for the employees. Therefore, it is important to identify the level of respect provided to deputy and assistant registrar in Universiti Teknologi Malaysia. The related mean was 4.00 which showed the high level of respect for employees, even though most of them only spent less than ten years in Universiti Teknologi Malaysia (UTM). The obtained standard deviation was 0.261.
In fact, there are three dimensions of respect for employees: fair treatment, opportunities to develop and grow, and job involvement. The levels of these three dimensions of respect for employees were shown in the table 1.

**Table 1: Level of Respect for Employees Dimensions**

<table>
<thead>
<tr>
<th>Dimensions</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fair Treatment</td>
<td>3.93</td>
<td>0.408</td>
</tr>
<tr>
<td>Opportunities to Develop and Grow</td>
<td>4.11</td>
<td>0.340</td>
</tr>
<tr>
<td>Job Involvement</td>
<td>3.95</td>
<td>0.362</td>
</tr>
</tbody>
</table>

The first dimension of respect is fair treatment. The mean value of 3.93 showed the high level of fair treatment for deputy and assistant registrars. In other words, most of the employees are pleased with the way they are treated in Universiti Teknologi Malaysia. The standard deviation of 0.408 showed that employees have similar views about this dimension of respect for employees.

Another dimension of respect for employees is providing opportunities to develop and grow that could increase the employees' job satisfaction. The mean value of 4.11 showed the high level of opportunities to develop and grow among deputy and assistant registrars. In other words, most of the employees agree that they gain new knowledge and skills while they are working in Universiti Teknologi Malaysia (UTM). The obtained standard deviation was 0.340.

The other dimension of respect is job involvement. The mean value of 3.95 showed the high level of job involvement among deputy and assistant registrars in Universiti Teknologi Malaysia (UTM). The obtained standard deviation was 0.362.

**Level of Job Satisfaction:**

The other variable is job satisfaction. One of the objectives of the current study is to identify the level of job satisfaction among deputy and assistant registrars in Universiti Teknologi Malaysia (UTM). The related mean was 3.65 which showed deputy and assistant registrar of UTM posses a moderate level of job satisfaction. The obtained standard deviation was 0.393 which mentioned that the employees may have the similar level of job satisfaction.

**The Relationship between Participative Leadership and Job Satisfaction:**

The third objective of this study is to verify the relationship between participative leadership and job satisfaction. According to the objective the hypothesis was tested.

H1: There is a significant relationship between participative leadership and job satisfaction.

In order to test the hypothesis, correlation analysis was applied to investigate the relationship between participative leadership and job satisfaction. The results of the correlation test are showed in table 2.

**Table 2: The Relationship between Participative Leadership and Job Satisfaction**

<table>
<thead>
<tr>
<th>Participative Leadership</th>
<th>PL</th>
<th>JS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Person Correlation</td>
<td>1</td>
<td>.367**</td>
</tr>
<tr>
<td>Sig. 2-tailed</td>
<td></td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>93</td>
<td>93</td>
</tr>
</tbody>
</table>

**Job Satisfaction**

| Person Correlation | 0.367** |
| Sig. 2-tailed      | .000    |
| N                  | 93      | 93    |

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

As the results in table 2 show there is a weak positive relationship between participative leadership and job satisfaction (r = .367; p < 0.01). The results implied that when the leaders practice more participative leadership, the employees’ job satisfaction will be increased by 36.7%. Therefore, hypothesis 1 is accepted since participative leadership has statistically significant relationship with job satisfaction.

**The Relationship between Participative Leadership and Respect for Employees:**

The other objective in the current study was to determine the relationship between participative leadership and respect for employees. According to the objective the hypothesis was tested.
H2: There is a significant relationship between participative leadership and respect for employees.

In order to test the hypothesis, correlation analysis was applied to investigate the relationship between participative leadership and respect for employees. The results of the correlation test are shown in Table 3.

**Table 3: The Relationship between Participative Leadership and Respect for Employees**

<table>
<thead>
<tr>
<th>Participative Leadership</th>
<th>Person Correlation</th>
<th>Sig. 2-tailed</th>
<th>N</th>
<th>R</th>
<th>Sig. 2-tailed</th>
</tr>
</thead>
<tbody>
<tr>
<td>PL</td>
<td>Person Correlation</td>
<td>1</td>
<td>.541**</td>
<td>.000</td>
<td>93</td>
</tr>
<tr>
<td>R</td>
<td>Person Correlation</td>
<td></td>
<td>.000</td>
<td>1</td>
<td>93</td>
</tr>
</tbody>
</table>

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

As the results in Table 3 show there is a significant and positive relationship between participative leadership and respect for employees (r = .541; p < 0.01). The results implied that when the leaders practice more participative leadership, the respect for deputy and assistant registrars in Universiti Teknologi Malaysia will be increased by 54.1%. Therefore, hypothesis 2 is accepted since participative leadership has statistically significant relationship with respect for employees.

For more details, correlation analysis was applied to investigate the relationship between participative leadership and dimensions of respect for employees individually. The results are summarized in Table 4.

**Table 4: The Relationship between Participative Leadership and Respect for Employees’ Dimensions**

<table>
<thead>
<tr>
<th>Respect Dimensions</th>
<th>Participative Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fair Treatment</td>
<td>.335**</td>
</tr>
<tr>
<td>Opportunities to Develop and Grow</td>
<td>.340**</td>
</tr>
<tr>
<td>Job Involvement</td>
<td>.473**</td>
</tr>
</tbody>
</table>

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

Table 4 shows the result of correlation analysis between participative leadership and respect for employees’ dimensions (fair treatment, opportunities to develop and grow, and job involvement). It is found that there is a significant and positive relationship between participative leadership and fair treatment (r = .335; p < 0.01). The results implied that when the leaders practice more participative leadership, fair treatment for their employees will be increased by 33.5%. However, it is implied that this relationship is slightly weaker than the relationship of opportunities to develop and grow, and job involvement.

In addition, participative leadership is also found significantly correlated with opportunities to develop and grow (r = .340; p < 0.01). The results implied that when the leaders practice more participative leadership, the opportunities to develop and grow for deputy and assistant registrars will also be increased by 34%.

Moreover, participative leadership is also found significantly correlated with employees’ job involvement (r = .473; p < 0.01). The results implied that when the leaders practice more participative leadership, it will lead to an increase of 47.3% in the employees’ job involvement. The results show, there is a strong relationship between participative leadership and job involvement (r = .473; p < 0.01) as compared to the relationship between participative leadership and other dimensions for respect.

**The Relationship between Respect for Employees and Job Satisfaction:**

The other objective of this study is to verify the relationship between respect for employees and job satisfaction. According to the objective the hypothesis was tested.

H3: There is a significant relationship between respect for the employees and job satisfaction.
Table 5: The Relationship between Respect for the Employees and Job Satisfaction

<table>
<thead>
<tr>
<th>Respect</th>
<th>PL</th>
<th>JS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Person Correlation</td>
<td>1</td>
<td>.341*</td>
</tr>
<tr>
<td>Sig. 2-tailed N</td>
<td>93</td>
<td>93</td>
</tr>
<tr>
<td><strong>. Correlation is significant at the 0.01 level (2-tailed).</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

As the results in table 5 show there is a positive relationship between respect for employees and job satisfaction ($r = .341; p < 0.01$). The results implied that when respect for deputy and assistant registrars increases, their job satisfaction will also be increased by 34.1%. Therefore, hypothesis 3 is accepted.

For more details, correlation analysis was applied to investigate the relationship between job satisfaction and dimensions of respect for employees individually. The results are summarized in table 6.

Table 6: The Relationship between Respect for Employees’ Dimensions and Job Satisfaction

<table>
<thead>
<tr>
<th>Respect Dimensions</th>
<th>Job Satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fair Treatment</td>
<td>.465*</td>
</tr>
<tr>
<td>Opportunities to Develop and Grow</td>
<td>.108</td>
</tr>
<tr>
<td>Job Involvement</td>
<td>.112</td>
</tr>
<tr>
<td><strong>. Correlation is significant at the 0.01 level (2-tailed).</strong></td>
<td></td>
</tr>
</tbody>
</table>

As the results in table 6 show there is a significant and positive relationship between fair treatment and job satisfaction ($r = .465; p < 0.01$). The results implied that the increase of fair treatment for deputy and assistant registrars will lead to an increase of 46.5% in their job satisfaction. In contrary, the relationship of opportunities to develop and grow with job satisfaction ($r = .108; p = .303$) and job involvement with job satisfaction ($r = .112; p = .286$) were found not statistically significant.

RESULTS AND DISCUSSION

The six main important matters for the current research are: participative leadership, respect for employees, the relationship between participative leadership and job satisfaction, the relationship between participative leadership and respect for employees, the relationship between respect for employees and job satisfaction. In the current research the level of participative leadership is high with a mean value of 4.09. In other words, deputy and assistant registrars experienced high level of participative leadership from their leaders. According to House (1996) in his pat-goal theory he indicated that participative leadership is a leadership behavior to promote subordinate to be part of decision making.

The second objective in the current research was to identify the level of respect for deputy and assistant registrars. The findings of the study showed the deputy and assistant registrars of Universiti Teknologi Malaysia (UTM) have a high level of overall respect with mean value of 4.00. The findings of the current study align with the study of Rothwell et al. (1995) indicated to the significant concern to the reasonability of showing respect to all the employees.

The other objective of the current study is to identify the job satisfaction level among Universiti Teknologi Malaysia (UTM) deputy and assistant registrars. The findings of the study showed the mean score 3.65 for job satisfaction. The mean score showed a high level of respect for employees and job satisfaction. The findings of the study showed that 208 academic employees in Universiti Teknologi Malaysia (UTM) were possessed moderately job satisfaction level with the mean score of 3.34.

The third objective in the current study is to verify the relationship between participative leadership and job satisfaction. Pearson correlation analysis was used to analyse the strength and direction of the relationship. The findings showed that, participative leadership was significantly and positively related with job satisfaction ($r = .367; p < 0.01$). The results of the study implied leadership was positively and significantly correlated with job satisfaction. Specifically, the increasing of implementation of participative leadership is expected to reach to a 36.7% increase of job satisfaction. The current result
is supported by the study of Halim (1983) which also found that participative leadership has significant and positive relationship with job satisfaction.

The fourth objective of the current research is to verify the relationship between participative leadership and respect for employees. Pearson correlation analysis was used to analyse the strength and direction of the relationship. The findings showed that, participative leadership was significantly and positively correlated with respect for employees. The results of the study implied participative leadership positively and significantly correlated with respect for employees and its three dimensions fair treatment, opportunities to develop and grow, and job involvement. Opportunities to develop and grow, and job involvement. Specifically, the increasing implementation of participative leadership is expected to reach to a 54.1% increase of respect for employees, 33.5% increase of fair treatment, 30.4% increase of opportunities to develop and grow, and 47.3% increase of job involvement. The current study supported by Roberson (2006), which found that there is positive relationship between participative leadership and procedural justice. It is also found that perceived participation affected satisfaction through influence on the perceived fairness of participation in decision-making process.

The fifth objective of the current research is to verify the relationship between respect for employees and job satisfaction. Pearson correlation analysis was used to analyse the strength and direction of the relationship. The results of the study implied respect for employees was significantly and positively correlated with job satisfaction. According to the results of the study, job satisfaction was positively and significantly related with respect for employees and one dimension which is fair treatment, while there was no significant relationship between the other two dimensions. Specifically, the increasing implementation of respect for employees is expected to bring 34.1% increase of job satisfaction. The increase of fair treatment expected to bring 46.5% increase in job satisfaction. And it is expected that opportunities to develop and grow, and job involvement will cause no change in job satisfaction. The findings of the current study align with study by Moazzezi et al. (2014) who indicated that fair treatment leads to higher job satisfaction.

**Conclusion:**
The current study investigated the influence of showing respect for employees on the relationship between participative leadership and job satisfaction. The researchers suggest it is essential for the future studies to concern about the other performance indicators such as job performance and commitment since job satisfaction is only one of the performance outcomes in the organizations.

**Recommendations for Future Research:**
Similar studies should be carried out with greater research scope, greater number of respondents, across different companies. The current study was only carried out with deputy and assistant registrars as the respondents and in Universiti Teknologi Malaysia (UTM). The limited scope of the study may influence the results; therefore, it is recommended that future studies carried out with greater scope of studies or different scope of studies which include other positions.

Due to the limitation of time and cost, the current study was carried out through applying survey method. Consequently, it could result in unavoidable errors or limitation. Future researches are recommended to apply more research methods to ensure that the same results can be obtained through more comprehensive approaches.

The current study focused on participative leadership. While there are many other styles operated in different organizations such as transformational, transactional, and directive. So the researcher suggests that more studies should be conducted on the effect of the other leadership styles on the relationship between respect for employees and job satisfaction.

Furthermore, this study concern on one of the organization outcomes. The current study investigated the effect of showing respect for employees on the relationship between participative leadership and job satisfaction, so it is suggested that to find the influence of showing respect to employees on the other performance indicators such as job performance and commitment.

**REFERENCES**

Balgbibpind, V. 2002. The impact of transformational leadership on subordinate job satisfaction, University of South Africa. 94-97.


Reddy, P.R. and Sudheer, A.K., 2011, A study on Employee involvement and Job Satisfaction in Indian Corporate Sector. IJEMR, 1(6).


