"Improving Financial Performance through Participative Management: The Impact of Transactional Leadership in Jordanian Telecommunications Companies"

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Abstract

In the context of Jordanian telecommunications firms, this research investigates the influence that transactional leadership has on participatory management practices. The research was conducted on a total of five hundred employees drawn from the departments of operation, communications, and human resources respectively. The information on demographic data, transactional leadership, and participatory management practices were collected through the use of a questionnaire survey. The data were analyzed with SPSS, which included calculating mean, frequency, and standard deviation and variance; also, the Cronbach's Alpha testing were utilized to evaluate the degree that the data were consistent. In this study, the hypotheses were investigated using both multiple and basic linear regression. According to the findings of the research, there is a close association among transactional leaders and participatory management practices. These procedures include collaboration, shared responsibility, empowering, decision-making procedures, open communication, and also development and training. These results are important for middle - level managers within Jordanian telecom industry as they offer advice for effective transformational strategy that foster participatory leadership and enhance organizational performance. These research results also have implications for the management control society. This research adds towards the current literature on leadership and management by providing empirical evidence on the interplay between transactional leaders and participatory management practices in a particular setting. This makes a significant contribution to a current literature on management and leadership. Future research might build on such results and improve upon the limitations of the study, which include the sample group and the emphasis on only one particular business.

Keywords: *Transactional leadership, Participative Management.*

JEL: M12, M54

1. Introduction

The management philosophy known as "participative management" focuses an emphasis on cooperation, employee empowerment, and workplace diversity while simultaneously fostering active employee engagement in the organizational decision-making processes. It has gained a lot of popularity as of late as a result of its capacity to improve financial performance, as well as innovation and employee satisfaction. Nonetheless, powerful leadership is necessary for participatory management to be effective (Phillips et al., 2019)**.**

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The degree to which employees are authorized in the decision-making process has been spotted as a major tool in confirming employees' needs and wants for self-rule (Bigby et al., 2019, the crucial parts of participation include a direct communication, problems solving participation, and active involvement (Frega, 2021). By presenting chances for employees to participate solutions and thoughts for working problems, the unit active management permit employees to involve in decision-making related them. Consequently, we define unit participative management as "the extent to which nursing professionals are endowed with decision-making power in the unit and operationalize it at the unit level which has implications for their experience of meaningfulness". We suggest that active management constitutes another foundation of importance. Previous research reported that participative management build empowerment HRM (Gahlawat & Kundu, 2019). Working within such environment, employees can experience a sense of independence and have an influence at work (Pichault & McKeown, 2019), assisting a match between tasks purpose and values, which is at the fundamental of work relevance and obvious employee participation (Martela & Pessi. 2018) that associated with the job satisfaction and employees' autonomy needs. Prior research has revealed that participative management ways such as empowerment HRM (Chen et al., 2023). The Autonomy should thus lead to importance as it enable self-expression, work content and process control, and the opportunity to utilize and improve abilities (Nikolova & Cnossen, 2020).

It was noticed that the reasons for participation can be very different to a certain extent, the goals can coexist and support each other. But there are also some goals that are incompatible. There is a conflict between the opinion to those who see the participative management as a means of acquiring acceptance of the goals of the organization and those who see the participative management, as a counterbalancing power management. The participation can be formal or informal. The formal type of participation is ensured by bodies formed by agreement or under legal obligation that follow a clearly established procedure. There may be formal organizational structures such as base committees, working committees, joint management boards, workers' representatives on the management board, etc. Formal participation is institutionalized, that is, it has a formal institutional basis.

2. Telecommunications Sector in Jordan

The economy of Jordan is heavily relied on the telecommunications sector because it offers job vacancies and reaching high financial returns for government. Furthermore, it contributes to national GDP as its contribution to the GDP (approximately 12%), as well as 16,000 jobs in addition to indirect to 84,000 jobs vacancies. Also, the information technology total exports reach 207.4 million US dollars (Dua'a et al., 2022). In accordance with the Jordanian Telecommunications Regulatory Commission, the total revenue of telecom sector in 2019 reported 998,741,884 (JD) (Dua'a et al., 2022) as shown in figure 1.

However, with only 485,000 users in Jordan's fixed-line market by 2020, it is rather modest (Tele Geography, 2020). This implies that fixed-line services are less widely used in the nation than mobile services. In 2021, Jordan had over 6 million internet users with a penetration rate of about 65%. This is a huge increase from prior years, indicating that the need for internet services in the nation is rising (GSMA, 2021). The development of Jordan's telecommunications industry has benefited the nation's economy by fostering job creation, investment, and economic expansion.

3. Literature Review

3.1 Participative Management

Participating management is not an innovative term; indeed, it has been research interest for many scholars for long time. Previous studies conclude that applying participative management can enhance job satisfaction, job loyalty and commitment, and staff engagement (Chan, 2019), and a link between participatory management and performance and production was established (Chang, Gong, & Shum, 2011). It is worth noting that leadership is a key for participative management success. The role of Leaders is to create a trustworthy environment, openness, and transparency to increase staff involvement (Jong et al., 2018). Managers also must have skills to correspond to employee's requirements that are needed to successfully achieve the decision-making process, (Wu et al., 2016).

3.2 Challenges of Participative Management

Furthermore, management support is necessary for employee empowerment success as managers must be prepared to eliminate control and build trust and faith among staff members. Numerous studies have stressed the need of sufficient support and training, in addition to the significance of employee empowerment that led for the enhancement of organizational performance (Hanaysha, 2016). For empowering employees, managerial support is essential, a key obstacle for this is the resistance to change (Nejati et al., 2017). Although several potential benefits for employee's empowerment, management is highly recommended to be prepared to meet the challenges that may face such as (but not limited to) transformation oppose, lack of skills and education, and lack of management support. To successfully implement an empowerment, programs for employees is must.

3.3 Participative Management Techniques

A number of the techniques and tactics that are utilized in participatory management can be of assistance to employees in their participation in the decision making and conflict solving that are being carried out. The following are a few instances of tools that are typically used in participatory management (Azevedo et al., 2021; Mazzei et al., 2016)

- Brainstorming sessions with several people: During one brainstorming session, a group of workers gets together to talk about potential issues and potential solutions. It's possible that this technique will work really well for fostering innovation, cooperation, and creativity among the members of staff.
- Focus groups: is a discussion that takes place in a more intimate setting, with a smaller number of people, in which the participants are invited to share their perspectives, ideas, and experience on a particular topic. The gathering of opinions, the pinpointing of problem areas, and the promotion of open communication are all beneficial purposes that may be accomplished through the utilization of focus groups.
- Employees' surveys: Surveys are a common approach for obtaining feedback and comments from personnel on a range of areas, including job happiness, work culture, and other difficulties. Surveys may reveal both the level of employee engagement as well as trouble areas inside an organization.
- Quality circles: Quality circles are comprised of small teams of members of the staff that get together on a regular basis to discuss and find solutions to problems that are related to quality, efficiency, and productivity. By utilizing this tactic, you have the potential to instill a spirit of innovation among your workforce while also including them in the process of ongoing quality enhancement.

- Establishing shared objectives through collaborative planning Participation from employees is required for the process of defining goals and objectives related to their work in order to achieve success. This method can help motivate employees and foster a focused work environment where they think of themselves as owners.

3.4 Transactional Leadership

The idea of leadership has many distinct facets, each of which can—and has been described in a variety of ways by diverse researchers. According to Northouse (2021), leadership is the capacity to encourage and persuade individuals to work toward a common objective, therefore fostering an environment that is both productive and good in the workplace. Leadership is defined by Chemers (2014) as a social influence process that optimizes the efforts of others in the pursuit of a common goal. Leadership is defined by the United States Department of Army (2019) as the ability to guide and direct the efforts of others towards the effective execution of a mission. A form of leadership known as transactional leadership is one in which the leader encourages their subordinates to accomplish particular goals by dangling the prospect of rewards and punishments in front of them depending on whether or not those goals are met. The primary objective of this style of leadership is to maximize production via the establishment of well-defined structures, processes, and procedures. In 1990, Bass and Avolio were the ones who initially presented the idea of transactional leadership to the world.

Other early experts also contributed to the development of this concept. They characterized it as a style of management where the manager puts out realistic expectations for their subordinates and rewards them when they accomplish the intended objectives. On the other hand, they reprimand or chastise members who just don't live up to such standards when they discover that they haven't met such expectations. Since then, several academics have provided their own unique interpretations of what transactional leadership entails. P articular, Yukl (2013) defined transformational leaders as a style that places an emphasis on the use of rewards and punishments as a means of inspiring subordinates. The same description was provided by Judge and Piccolo, who characterized it as a leadership technique in which the leader focuses on achieving specified goals through the use of contingent incentives. This definition is essentially the same as the one given above.

Several varieties of leadership styles have been found in the literature, which has been heavily investigated in this area. Transformational, transactional, servant, authentic, and laissez-faire leadership are the five basic forms of leadership defined by Thanh et al. (2022). Employee inspiration and motivation to go above and beyond in their work are the main goals of transformational leadership. This leadership approach prioritizes a common vision, individual growth, and empowerment.

4. Hypotheses Developments

The purpose of this study is to investigate the claim that transactional leadership significantly affects participative management in businesses. To accomplish this, we have created six sub-hypotheses that aim to investigate the effects of transactional leadership on a number of participative management facets, including teamwork, empowerment, shared responsibility, the decision-making process, open communication, and training and development.

Hypothesis 1: *There is a significant effect of transactional leadership on participative management in*

organizations.

The transactional leader noted the elements of related job satisfaction, and subordinate encouragement to reach the objectives by proposing incentives and show gratitude to achieve organizational goals (2019). Subsequently, transactional leadership can be acted as a negotiating procedure where leaders connect their employees in exchange process (Hussain et al. 2017) , in his research work, defined "the transactional leader as an agent of change and goal setter, i.e., a leader that works well with employees, resulting in productivity improvements." According to Craig et al. 2023 "transformational leadership emphasizes higher motive development and arouses followers' motivation and positive emotions by creating and representing an inspiring vision of the future."

This structure of leadership requires to keep the current situation to achieve organizational objectives by meeting needs and rewards to subordinates (Sihombing et al. 2018). Furthermore, transactional leadership is highly recommended to maintain a fair relation between leader and member in which the leader meets the needs of followers (Kalsoom et al. 2018). a tangible reward is highly appreciated to subordinates and permit them follow the easiest route just to accomplish job without realizing potential (Tambe et al., 2019).

Hypothesis 1.1: *There is a significant effect of transactional leadership on Collaboration.*

Service transformation to be customer-oriented of public service transfer regularly indicates the combination of several public services though the integration of online portals and the integration of services in diverse policy areas and governmental sector at several government levels (Jarke, 2021). Collaboration is a critical form of recent governance, particularly when concentrating the government digitalization process and improving and it's considered a main feature of governance in digital era. Nevertheless, collaboration faces challenges because it requires a certain level of managerial and interpersonal skills from leaders. Additionally, It requires willingness of stakeholders in engagement, without it, collaborations will be under risk of being more 'talk' than 'action.' (Brouwer et al. 2019). Integrative leadership offers a structure for fostering collaboration action for the common good and connects leadership concepts and practices rooted in different sectors (Bryson, 2021)

Hypothesis 1.2: *There is a significant effect of transactional leadership on Shared responsibility.*

Depending on how well the followers perform, the leader and followers will trade rewards and penalties under a leadership style called "transactional leadership" (Algahtany & Bardai, 2019). When people or groups cooperate to accomplish shared objectives and share accountability for the results, the term "shared responsibility" is used (Holloway, 2021). The hypothesis contends that transactional leadership significantly affects shared responsibility.

An increasing amount of research is pointing to a beneficial correlation between transactional leadership and shared responsibility. For instance, transactional leadership is positively associated with shared responsibility in a sample of manufacturing personnel, according to a 2021 study by Changar & Atan. In a similar vein, a 2003 study by Shin and Zhou discovered that transactional leadership techniques including contingent incentive and management by exception were positively associated with shared responsibility among Korean employees.

A study by Sané & Abo (2021) also shown that transactional leadership had a considerable favorable impact on group performance, which was partially mediated by shared accountability.

In other words, transactional leaders that utilize rewards and penalties to drive their followers often instill a sense of shared accountability in the group members, which ultimately improves collective performance.

H 1.3: *There is a significant effect of transactional leadership on Empowerment.*

Several studies have discovered that transactional leadership significantly affects employee empowerment. According to Young et al. 2019, transactional leadership has a beneficial impact on employee empowerment. Li, Liang, and Crant (2010) contend that by setting clear expectations and rewarding achievement, transactional leadership can raise employee empowerment levels. Similar results were obtained by Sultana, Khatoon, and Khan (2015) and Tadesse, Koricho, and Tullu (2017) in their studies of the relationship between transactional leadership and employee empowerment in the Ethiopian public sector. Both studies discovered a positive relationship between these two leadership styles.

Nielsen et al. 2019 argue that the implementation of contingent rewards under transactional leadership has a favorable impact on employee empowerment. This research collectively lends credence to the idea that transactional leadership significantly affects employee empowerment.

H 1.4: *There is a significant effect of transactional leadership on Decision-making process.*

Transactional leadership has been proven to significantly improve decision-making in a variety of circumstances, according to recent studies. Decision-making is the fundamental managerial activity (Bass, 1985; Yukl, 2002; Williams, 2003). Organizational leaders are concerned in several decisions that related to key subjects of daily routine in job setting and the choices of strategic decision which is important for organization.

Rationality in decision making is a key aspect related to leadership in any organization (Gar, 2009). in the same vein, any decision-making of transformational leaders must consider the advance knowledge for sustained correct decision and must be a priority for leaders (Brower & Balch, 2006, so, leaders can decide the correct approach and solve issues that shown up logically (Barbuto et al., 2000).

H 1.5: *There is a significant effect of transactional leadership on Open communication.*

Cherfan & Allen (2022) have tested the differences of communication approach between charming, human-oriented, and task-oriented leaders to achieve leadership outcomes. The dependence of how managers and leaders communicate, and act is linked to management style. Furthermore, to increase motivation among subordinates, more transformational leaders and higher collaboration and communication is needed, and the need to understand leaders' communication style as well as behaviors is essential. Gaviria-Rivera & Lopez-Zapata (2019). Similarly, Luo, (2021) tested the different styles of transformational leaders, the result revealed a positive relationship between different variables which are: team collaboration, transformational leadership and team communication. In recent challenges that organizations face, globalization and huge competition, open communication is highly needed.

H 1.6: *There is a significant effect of transactional leadership on Training and development*

To achieve effectiveness, transformational leaderships advance is beneficial for organizations were evidence in Nemours of studies and its connected to job satisfaction, performance improvement, job commitment, teams work, and enhance organizational culture. Also, several studies have reported that training impact leadership behavior (Zheng et al., 2019). What more,

prior studies has verified the positive relationship between practicing transformational leadership on individual and organizational performance (Rawashdeh et al., 2021). Yet, a limited studies have investigated if changes causing from participating in a somewhat concentrated leader development training program appeared. several studies have noted that change is an continuing process and does not take place promptly (Howlett & Cashore, 2020). Nonetheless, few empirical studies assess the efficiency for developing leader applying programs to sustained behavioral change after the training (Dopson et al., 2019).
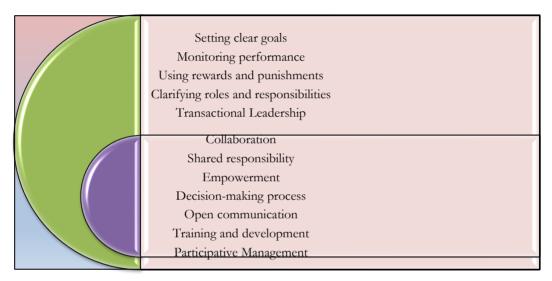
5. Conceptual Framework

Setting clear goals
Monitoring performance
Using rewards and punishments
Clarifying roles and responsibilities
Transactional Leadership

Collaboration
Shared responsibility
Empowerment
Decision-making process
Open communication
Training and development
Participative Management

Figure 1: Conceptual Framework for the relationship between transactional leadership and participative management.

6. Methodology

6.1 Data collection

The research population for this study is Jordanian telecommunications industry workers. There will be a sample size of 500 people, including people from the operations, marketing, and human resources departments. The study's survey questionnaire is divided into three components. In the first portion, the participants' ages, job titles, levels of experience, and other demographic data are gathered. The dependent variable of participative management practices, such as cooperation, shared responsibility, empowerment, decision-making processes, open communication, and training and development, is examined in the third section while the independent variable of transactional leadership is explored in the second section.

To evaluate the data and address the study questions and hypotheses, the researcher used the Statistical Package for Social Sciences (SPSS). The data were analyzed using means, frequencies, and standard deviations, and the Cronbach's Alpha test was employed to examine the accuracy and consistency of the data gathering method. To assess the study's hypotheses, multiple and simple regression analysis were used. Many findings were drawn

when the survey responses from the participants were analyzed. The following section will present these findings.

6.2 Analysis

Demographic Variables to Study Sample:

Table (1): Descriptive Sample of the Demographic Variables of the Study.

NO.	Variables	Categorization	Frequency	Percent%
1	Experience	Less than 2 years	84	23.1
		2 to 5 years	198	54.4
		More than 5 years	82	22.5
		Total	364	100
2	Educational level	Bs	275	75.5
		Master	66	18.1
		PhD	23	6.3
		Total	364	100
3	Managerial level	Senior	219	60.2
		Middle managerial level	70	19.2
		top managerial level	75	20.6
		Total	364	100

Table 1 Prepared by Dr. Dina Alkhodary (2023).

Table 1 presents the distribution of three variables, namely experience, educational level, and managerial level, in terms of their frequency and percentage. The data shows that a majority of individuals in the sample population have 2 to 5 years of experience, a bachelor's degree, and are at the Senior managerial level. This information gives us an idea about the demographic characteristics and experience levels of the sample group.

6.3 Validity and Reliability

6.3.1 Validation

Table (2): The Results of the Exploratory Factor Analysis of The Study Tool.

Loadings (Dependent variable: participative management)	Loadings (Independent variable: Transactional leadership)	Item	NO.
	0.786	A transactional leader sets clear goals and expectations for their followers	1
	0.744	A transactional leader rewards followers for meeting performance expectations and punishes them for not meeting expectations	2
	0.459	Transactional leadership is effective in bureaucratic organizations with strict rules and procedures	3
	0.555	Transactional leadership focuses on achieving short-term goals through structured processes and procedures	4
	0.745	Transactional leadership may hinder innovation and creativity in organizations	5
	0.666	Transactional leadership may be effective in improving employee satisfaction and job performance in the short-term	6
	0.577	Transactional leadership may not be ideal for promoting long-term growth and innovation in organizations	7
	0.634	Transactional leadership can be balanced with other leadership styles, such as participative management, to achieve better outcomes	8
	0.701	Adaptations to transactional leadership, such as incorporating elements of participative management, can lead to more positive outcomes	9
	0.855	Leaders who adopt a transactional leadership style may provide clear expectations and rewards, which can help employees feel valued and motivated	10
0.667		KMO	
2630.220		Bartlett's Test of Sphericity – Chi-Square	

Loadings (Dependent variable: participative management)	Loadings (Independent variable: Transactional leadership)	Item	NO.
45		Df	
2.844		Eigen Value	
0.00**		Sig.	
0.546		Collaboration is a key element of a participative management style that involves employees working together towards shared goals	1
0.76		Collaboration can lead to better problem-solving, increased creativity, and improved productivity	2
0.793		Leaders who promote collaboration create a positive work environment that encourages teamwork and cooperation	3
0.755		Collaboration fosters a sense of community and belonging among employees, which can lead to increased job satisfaction	4
0.884		Collaboration can help organizations to adapt to changing market conditions and stay competitive	5
0.833		Shared responsibility involves employees taking ownership of their work and contributing to the success of the organization	6
0.895		Leaders who practice participative management share responsibility with their employees and delegate tasks accordingly	7
0.932		Shared responsibility leads to greater accountability and a sense of pride in one's work	8
0.777		Shared responsibility encourages employees to take initiative and identify opportunities for improvement	9
0.636		Shared responsibility can lead to better decision-making as it draws on the diverse perspectives and expertise of employees	10
0.887		Employees empowerment involves provide employees with resources and authorities to make decisions and take action	11
0.873		Empowerment fosters a sense of trust between leaders and employees, leading to greater job satisfaction and engagement	12
0.841		Leaders who practice participative management empower their employees by providing them with the tools and support they need to succeed	13
0.868		Employees Empowerment led to heightened creativity and innovation because staff are supported to take risks and apply new tactics	14
0.945		Empowerment can lead to better employee retention as employees feel valued and invested in the success of the organization	15
0.839		Involving staff members in decision making process is related to A participative management approach, which can lead to better decisions and increased employee buy-in	16
0.904		Leaders who practice participative management consider input from all stakeholders before making decisions	17
0.856		Participative decision-making can lead to greater accountability and ownership of decisions among employees	18
0.859		Involving employees in the decision-making process can lead to better problem-solving and more creative solutions	19
0.739		Participative decision-making can lead to improved communication and collaboration among employees.	20
0.867		Open communication involves transparent and honest communication between leaders and employees	21
0.937		Leaders who practice participative management encourage open communication and actively listen to feedback from their employees	22
0.831		Open communication can lead to increased trust and respect among employees and between employees and leaders	23
0.822		Open communication can help to prevent misunderstandings and conflicts from arising in the workplace	24
0.8		Leaders who promote open communication create a culture of accountability and collaboration	25
0.589		Training and development opportunities are essential for employees to develop new skills and improve their performance	26
0.881		Leaders who practice participative management provide opportunities for employees to participate in training and development programs	27
0.958		Training led to enhance job satisfaction and a sense of belonging amongst employees	28
0.966		Investing in employee training and development can lead to better retention rates and lower recruitment costs	29
0.984		Staff who take training course are more expected to be committed and engaged to organization's goals	30
0.492		KMO	
12650.467		Bartlett's Test of Sphericity – Chi-Square	
45		Df	

Loadings (Dependent variable: participative management)	Loadings (Independent variable: Transactional leadership)	Item	NO.
3.870		Eigen Value	
0.00**		Sig.	

Table 2 Prepared by Dr. Dina Alkhodary (2023) **Statistically Significant at (0.05 = α).

Table (2) shows that all Eigen Value are higher than (1), and KMO values are higher than (0.50) (Hair, et al., 2010), further, Bartlett's test of Sphericity was statistically significant (α = 0.05). As a consequence, factors values were loaded on one factor with exceeded value of (0.40). Therefore, the exploratory factor suggests that the study has a high level of construct validity.

6.3.2 Reliability

Reliability of Questionnaire Dimensions

Table (3): Reliability Test (Cronbach's Alpha) for all Variables.

NO.	Dimensions	NO.	(Alpha Value (α))
1	Independent Variable (Transactional leadership)	10	0.866
2	Dependent Variable (participative management)	30	0.959
	Collaboration	5	0.804
	Shared responsibility	5	0.752
	Empowerment	5	0.901
	Decision-making process	5	0.866
	Open communication	5	0.936
	Training and development	5	0.836
	Overall	40	0.959

Table 3 Prepared by Dr. Dina Alkhodary (2023).

Table (3) noted that all reliability values are high and scored over (0.70). Hence, the sample is is suiting application to achieve the study goal.

Descriptive Analysis of Study Variables

Independent Variable: Transactional Leadership

The researcher used the mean, standard deviation, (t-value), ranks, and importance level as shown in Table (4).

Table (4): Descriptive Statistics (Transactional Leadership).

NO	Items	Mean	Std.	t- value Calculate	Sig.	Rank	Importance level
1	A transactional leader sets clear goals and expectations for their followers	4.15	0.74	29.68	0.00**	4	High
2	A transactional leader provide incentives and rewards for employees who achieve performance goal and questions those who do not achieve performance goals	4.25	0.72	33.09	0.00**	2	High
3	Transactional leadership is effective in bureaucratic organizations with strict rules and procedures	4.09	0.68	30.77	0.00**	5	High

NO	Items	Mean	Std.	t- value Calculate	Sig.	Rank	Importance level
4	Transactional leadership focuses on achieving short-term goals through structured processes and procedures	4.07	0.86	23.72	0.00**	6	High
5	Transactional leadership may hinder innovation and creativity in organizations	4.22	0.77	29.97	0.00**	3	High
6	Transactional leadership may be effective in improving employee satisfaction and job performance in the short-term	4.41	0.66	40.44	0.00**	1	High
7	Transactional leadership may not be ideal for promoting long-term growth and innovation in organizations	4.02	0.75	25.76	0.00**	7	High
8	Transactional leadership can be balanced with other leadership styles, such as participative management, to achieve better outcomes	3.77	0.87	17.03	0.00**	10	High
9	Adaptations to transactional leadership, such as incorporating elements of participative management, can lead to more positive outcomes	3.96	0.83	22.13	0.00**	9	High
10	Leaders who adopt a transactional leadership style may provide clear expectations and rewards, which can help employees feel valued and motivated	4.01	0.93	20.68	0.00**	8	High
	Overall	4.10	0.53		High		

Table 4 Prepared by Dr. Dina Alkhodary (2023) **Statistically Significant at (0.05 = α).

Table (4) reported that mean values are ranged between 3.77 and 4.41, and with standard deviation ranged between 0.66 and 0.93. values of (t) are statistically significant (α = 0.05). further, researchers employed mean, standard deviation, (t-value), ranks, and importance level (see table 5)

Table (5): Descriptive Statistics (Collaboration).

NO	Items	Mean	Std.	t- value Calculate	Sig.	Rank	Importance level
1	Collaboration is a key element of a participative management style that involves employees working together towards shared goals	4.07	0.71	28.69	0.00**	2	High
2	Collaboration can lead to better problem-solving, increased creativity, and improved productivity	4.00	0.81	23.66	0.00**	3	High
3	Leaders who promote collaboration create a positive work environment that encourages teamwork and cooperation	3.90	0.77	22.26	0.00**	5	High

NO	Items	Mean	Std.	t- value Calculate	Sig.	Rank	Importance level
4	Collaboration raises a community sense and relatedness among subordinate, which lead to job satisfaction	4.20	0.78	29.43	0.00**	1	High
5	Collaboration can help organizations to adapt to changing market conditions and stay competitive	3.91	0.60	28.99	0.00**	4	High
	Overall	4.02	0.55		High		

Table 5 Prepared by Dr. Dina Alkhodary (2023).

It is noted from Table (5) that the mean values between (3.90 - 4.20) with standard deviations between (0.60 - 0.81).

Its clearly seen in the table that All the variables of (t) are statistically significant at the level (α = 0.05). overall mean was (4.02) with a standard deviation of (0.55).

Table (6): Descriptive Statistics (Shared Responsibility).

NO	Items	Mean	Std.	t- value Calculate	Sig.	Rank	Importance level
1	Shared responsibility involves employees taking ownership of their work and contributing to the success of the organization	4.09	0.71	29.39	0.00**	1	High
2	Leaders who practice participative management share responsibility with their employees and delegate tasks accordingly	3.90	0.80	21.58	0.00**	4	High
3	Shared responsibility leads to greater accountability and a sense of pride in one's work	3.97	0.68	27.14	0.00**	3	High
4	Shared responsibility encourages employees to take initiative and identify opportunities for improvement	3.84	0.88	18.25	0.00**	5	High
5	Shared responsibility can lead to better decision-making as it draws on the diverse perspectives and expertise of employees	4.03	0.66	29.72	0.00**	2	High
	Overall	3.97	0.53		High		

Table 6 Prepared by Dr. Dina Alkhodary (2023).

It is noted from Table (6) that the mean values between (3.84 - 4.09) with standard deviations between (0.66 - 0.88).

As shown in the table, results revealed a significant result and All variables of (t) were statistically significant at significance level of (α = 0.05). overall mean was (3.97) and standard deviation at (0.53). The estimate degree is high.

Table (7): Descriptive Statistics (Empowerment).

NO	Items	Mean	Std.	t- value Calculate	Sig.	Rank	Importance level
1	Empowerment requires providing subordinate with resources and authorities needed to take decisions	3.84	0.81	19.95	0.00**	4	High

NO	Items	Mean	Std.	t- value Calculate	Sig.	Rank	Importance level
2	Empowerment fosters a sense of trust between leaders and employees, leading to greater job satisfaction and engagement	4.04	0.90	22.01	0.00**	1	High
3	participative management which Leaders practices can empower staff through granting them with tools and support to succeed	3.88	0.70	23.78	0.00**	3	High
4	Empowerment lead to heightened innovation because staff are encouraged to take risks and try new methods	4.03	0.79	25.00	0.00**	2	High
5	Empowerment can lead to better employee retention as employees feel valued and invested in the success of the organization	3.80	0.85	18.09	0.00**	5	High
	Overall	3.92	0.69		High		

Table 7 Prepared by Dr. Dina Alkhodary (2023).

It is noted from Table (7) that the mean values between (3.80 - 4.04) with standard deviations between (0.70 - 0.90).

As seen in the table, values to all items of (t) were statistically significant. The statistical significance level ($\alpha = 0.05$). Also, overall mean was (3.92) and standard deviation of (0.69).

Table (8): Descriptive Statistics (Decision-Making Process).

NO	Items	Mean	Std.	t- value Calculate	Sig.	Rank	Importance level
1	A participative management style involves work forces in decision-making process, which lead to superior decisions and increased employee involvement	3.91	0.83	21.10	0.00**	2	High
2	Leaders who practice participative management consider input from all stakeholders before making decisions	3.78	0.74	20.04	0.00**	4	High
3	Participative decision-making can lead to greater accountability and ownership of decisions among employees	3.60	0.85	13.58	0.00**	5	Medium
4	Including staff members in the decision-making procedure can lead to better problem-solving and more creative solutions	3.96	0.74	24.49	0.00**	1	High
5	Participative decision-making can lead to improved communication and collaboration among employees.	3.80	1.01	15.12	0.00**	3	High
	Overall	3.81	0.68		High		

Table 8 Prepared by Dr. Dina Alkhodary (2023).

Table (8) shows that mean values ranged between 3.60 and 3.96, and standard deviations between ranged between 0.74 and 1.01.

As shown in table, All values of (t) were statistically significant at the level of ($\alpha = 0.05$), and mean scored (3.81) and standard deviation is (0.68).

Table (9): Descriptive Statistics (Open Communication).

NO	Items	Mean	Std.	t- value Calculate	Sig.	Rank	Importance level
1	Open communication involves transparent and honest communication between leaders and employees	4.20	0.86	26.38	0.00**	1	High

NO	Items	Mean	Std.	t-value Calculate	Sig.	Rank	Importance level
2	Leaders who practice participative management encourage open communication and actively listen to feedback from their employees	4.19	0.96	23.70	0.00**	2	High
3	Open communication can lead to increased trust and respect among employees and between employees and leaders	3.86	0.96	17.16	0.00**	5	High
4	Open communication can help to prevent misunderstandings and conflicts from arising in the workplace	3.99	0.79	23.93	0.00**	3	High
5	Leaders who promote open communication create a culture of accountability and collaboration	3.94	0.89	20.17	0.00**	4	High
	Overall	4.04	0.80		High		

Table 9 Prepared by Dr. Dina Alkhodary (2023).

It is noted from Table (9) that the mean values between (3.86 - 4.20) with standard deviations between (0.79 - 0.96).

Table shows that all the variables of (t) were statistically significant at the level (α = 0.05). overall mean is (4.04) and standard deviation of (0.80) and with a high degree of estimate.

Table (10): Descriptive Statistics (Training and Development).

NO	Items	Mean	Std.	t-value Calculate	Sig.	Rank	Importance level
1	Training and development opportunities are essential for employees to develop new skills and improve their performance	4.16	0.59	37.59	0.00**	1	High
2	Leaders who practice participative management provide opportunities for employees to participate in training and development programs	4.03	0.64	30.93	0.00**	2	High
3	Development and training lead to enhance job satisfaction and sense of belonging among employees	4.02	0.55	35.13	0.00**	3	High
4	Investment in staff training improve retention and reduce recruitment costs	3.97	0.53	34.69	0.00**	4	High
5	Employees with higher training and opportunities for development are more likely to be committed and engage committed to the organizational goals	3.92	0.69	25.53	0.00**	5	High
	Overall	4.02	0.47		High		

Table 10 Prepared by Dr. Dina Alkhodary (2023).

Table (10) reported that mean values ranged between 3.92 and 4.16 and standard deviations ranged between 0.53 and 0.69. All the variables of (t) were statistically significant (α = 0.05).

The Results of Testing Hypotheses

Hypothesis 1: *There is a significant effect of transactional leadership on participative management in organizations.*

Table No. (11).

Direction		β	T	Sig.	R	R²	Adjusted R²
Transactional leadership	-----> Participative management	0.61	14.53	0.00**	0.607	0.368	0.367

Table 11 Prepared by Dr. Dina Alkhodary (2023).
**Statistically Significant at (0.05 = α).

Table (11) suggests that the effect values is (0.61) and (t-test) was statistically significant at (α = 0.05). this suggests significance of value of effect. Correlation vale revealed a (0.607), and the explained variance of Transactional leadership in Participative management is (36.7%).

The result of the analysis indicates that there is a significant impact of transactional leadership on participative management in organizations.

H 1.1: *There is a significant effect of transactional leadership on Collaboration.*

Table No. (12).

Direction		β	T	Sig.	R	R²	Adjusted R²
Transactional leadership	-----> Collaboration	0.70	18.38	0.00**	0.695	0.483	0.481

Table 12 Prepared by Dr. Dina Alkhodary (2023) **Statistically Significant at (0.05 = α).

Table (12) suggested that the effect values is (0.70) and (t-test) is statistically significant at (α = 0.05). C value is (0.695), and the explained variance of Transactional leadership in Collaboration is (48.1%).

The result of the analysis indicates that there is a significant effect of transactional leadership on Collaboration.

H 1.2: *There is a significant effect of transactional leadership on Shared responsibility.*

Table No. (13).

Direction		β	t	Sig.	R	R²	Adjusted R²
Transactional leadership	-----> Shared responsibility	0.60	14.10	0.00**	0.595	0.354	0.353

Table 13 Prepared by Dr. Dina Alkhodary (2023) **Statistically Significant at (0.05 = α).

Table (13) illustrated that the effect values scored a (0.60) and (t-test) reported a statistical level of significance at (α = 0.05). correlation value scored (0.595), and the explained variance of Transactional leadership on Shared responsibility percentage is (35.3%).

The result of the analysis indicates that there is a significant effect of transactional leadership on Shared responsibility.

H 1.3: *There is a significant effect of transactional leadership on Empowerment.*

Table No. (14).

Direction			β	t	Sig.	R	R²	Adjusted R²
Transactional leadership	----->	Empowerment	0.44	9.40	0.00**	0.443	0.196	0.194

Table 14 Prepared by Dr. Dina Alkhodary (2023) **Statistically Significant at ($0.05 = \alpha$).

Table No. (14) illustrates that the effect values which scored a (0.44), and (t-test) value revealed a statistically significant at the level ($\alpha = 0.05$). This displays the significance of the effect value. The value of correlation was (0.443) and described variance percentage of Transactional leadership in Empowerment is (19.4%).

The result of the analysis indicates that there is a significant effect of transactional leadership on Empowerment.

H 1.4: *There is a significant effect of transactional leadership on Decision-making process.*

Table No. (15).

Direction			β	t	Sig.	R	R²	Adjusted R²
Transactional leadership	----->	Decision-making process	0.30	5.62	0.00**	0.283	0.080	0.078

Table 15 Prepared by Dr. Dina Alkhodary (2023) **Statistically Significant at ($0.05 = \alpha$).

Table (15) report that the effect values achieved (0.30) and (t-test) value is statistically significant at the level of ($\alpha = 0.05$). This shows the significance of effect value. The correlation value is (0.283), and percentage of the described variance of Transactional leadership in Decision-making process is (7.8%).

The result of the analysis indicates that there is a significant effect of transactional leadership on Decision-making process.

H 1.5: *There is a significant effect of transactional leadership on Open communication.*

Table No. (16).

Direction			β	t	Sig.	R	R²	Adjusted R²
Transactional leadership	----->	Open communication	0.40	7.78	0.00**	0.378	0.143	0.141

Table 16 Prepared by Dr. Dina Alkhodary (2023) **Statistically Significant at ($0.05 = \alpha$).

Table 16 show that effective value is (0.40), and (t-test) value show a statistically significant at the level of ($\alpha = 0.05$). this indicates the significance of the effect value. correlation value is (0.378), and the percentage of the explained variance of Transactional leadership in Wide open communication is (14.1%).

The result of the analysis indicates that there is a significant effect of transactional leadership on Open communication.

H 1.6: *There is a significant effect of transactional leadership on Training and development.*

Table No. (17).

Direction	β	t	Sig.	R	R²	Adjusted R²

Transactional leadership	---->	Training and development	0.90	35.63	0.00**	0.882	0.778	0.777

Table 17 Prepared by Dr. Dina Alkhodary (2023) **Statistically Significant at (0.05 = α).

As seen in table (16), the effect values have scored (0.90) and (t-test) value was statistically significant at the level of ($\alpha = 0.05$). This indicates the significance of effect value. Further, correlation value scored a (0.882), with a percentage of the explanation variance of Transactional leadership in Training and development was (77.7%).

The result of the analysis indicates that there is a significant effect of transactional leadership on Training and development.

7. Discussion

In the conceptual framework, there was a reference of the premise that transactional leadership has a substantial influence on participative management in companies. In regard to this assumption, six dependent variables were investigated in relation to its impacts. The outcomes reported that collaboration, empowerment, shared responsibility, open communication, decision-making process, training and development positively influenced participative management. The findings in this study are consistent with findings reported in the literature on participative management. This result supports Griffin et al. (2020) argument that a characteristic of influence in many areas of employee participation in businesses influences decisions. These outcomes are different from (Ali Abbasi et al., 2022; Sheikh et al. 2018). Conversely, this related to the view that participative management is newly applied in Jordanian telecommunications companies' where competition is still limited. So, the findings showed that collaboration, shared responsibility, empowerment, the decision-making process, open communication, and training and development positively influenced participative management. Though, the findings in this study are consistent with findings reported in the literature on participative management (Alsaad et al, 2017; Ibrahim, 2012).

8. Conclusion

This study examined the predictors of financial performance through participative management and the influence of transactional leadership. The findings were derived from Jordanian telecommunications companies. The data analysis showed dependent variables (participative management), collaboration, shared responsibility, empowerment, decision-making process, open communication, and training and development have a significant effect on participative management. A few limitations exist in this paper and future research are recommended to fill those gaps. To begin with, the current paper tested with a limited number of factors related participative management such as trialability observability, organization size, organization slack, and vendor support which can be directed to further studies. Additionally, the current paper gathered data using purposive sampling technique. So, results can be generalized for organization like data collected. To sum up, this research has focused on only one relationship characteristic between collaboration, shared responsibility, empowerment, the decision-making process, open communication, training and development factors, and participative management, namely, trust. Future research is recommended to add additional variables such as power, trust, strategic sourcing, dependency and further characteristics. moreover, this study tested financial performance role through participatory management by

cost reduction, managerial effectiveness, internal efficiencyand coordination perspectives. Future research may consider the influence of financial performance through participatory management.

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