



Exploring How Supportive Leadership Enhances Organizational-Based Self-Esteem through Decision-Making Participation: Evidence from an Algerian University

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Abstract:

This study examines the relationship between supportive leadership and organizational-based self-esteem (OBSE), emphasizing the mediating role of participation in decision-making (PDM) within an Algerian higher education context. Drawing on Social Exchange Theory, Self-Determination Theory, and the Path-Goal Theory, a conceptual framework was designed. Using structural equation modeling (SEM) and mediation analysis, data from 147 employees at the University Center Abdelhafidh Boussouf Mila were analyzed. The findings confirm that supportive leadership positively influences OBSE, both directly and indirectly, through PDM. These results emphasize the importance of supportive leadership and participatory practices in enhancing employee self-esteem and engagement. Practical implications include the need for leadership development programs and structured opportunities for employee involvement in decision-making. Limitations and directions for future research are also discussed, providing a foundation for further exploration of these dynamics across diverse cultural and organizational settings.

Keywords: Supportive Leadership; Organizational-Based Self-Esteem; Participation in Decision-Making; Organizational Behavior; Algerian Universities.

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1. Introduction

The landscape of higher education institutions, particularly in Algeria, has been undergoing significant transformation, shaping institutions into dynamic environments where leadership and organizational development face ongoing challenges and opportunities. A key element of organizational behavior in such institutions is the role of supportive leadership, which refers to leadership styles that emphasize empathy, encouragement, and support for employees, creating a work environment conducive to psychological safety and personal growth (Rafferty & Griffin 2006; Shin et al., 2016). This leadership style not only cultivates trust but also significantly contributes to boosting organization-based self-esteem (OBSE)—an individual's sense of value and competence within their workplace. OBSE is increasingly recognized as a vital factor that impacts job satisfaction, organizational commitment, and the ability to cope with stress. (Pierce & Gardner, 2004). However, the factors that affect OBSE in university settings are not fully understood, especially in the context of supportive leadership.

From a theoretical perspective of the Social Exchange Theory, the concept of leader–member exchange (LMX) provides insights into this dynamic by emphasizing the reciprocal relationship between leaders and members. Employees who perceive their leaders as supportive are more likely to feel valued, which enhances their motivation to contribute meaningfully to organizational goals (Nazir et al., 2018). Similarly, the Theory of Work Adjustment posits that supportive environments enable employees to align their values and skills with organizational goals, fostering adaptability and enhancing OBSE (Rossier et al., 2017).

A key factor that might mediate the relationship between supportive leadership and OBSE is participation in decision-making (PDM). Contemporary organizational theory views PDM as crucial for fostering employee autonomy and engagement. By involving employees in decision-making, leaders provide a sense of control and ownership, enhancing perceptions of competence and value. This participatory approach not only fulfills intrinsic needs for autonomy but also deepens organizational identification. Research shows that PDM improves psychological outcomes, including reduced burnout, greater job satisfaction, and higher self-esteem. (Somech 2010; Appelbaum et al. 2013; Silla et al., 2020).

In summary, the interplay between supportive leadership, PDM, and OBSE is crucial for creating a positive organizational climate. By understanding this relationship, organizations can design leadership strategies that empower employees, foster engagement, and ultimately enhance organizational performance. This study aims to explore these dynamics, shedding light on the mechanisms through which supportive

leadership and participatory practices influence OBSE in contemporary workplaces. The University Center Abdelhafidh Boussouf Mila (UCAB), as an educational institution in Algeria, has the potential to benefit from understanding how these dynamics play out. While some studies suggest that supportive leadership directly affects OBSE, little attention has been paid to how participation in decision-making may act as a mediator in this relationship, particularly within the context of Algerian higher education institutions. Moreover, despite the growing attention to leadership and employee well-being in Western contexts, the academic literature on these subjects remains limited in Algeria.

This research aims to fill this gap by investigating the role of supportive leadership in enhancing organizational-based self-esteem (OBSE), focusing on the mediating effect of participation in decision-making within the University Center Abdelhafidh Boussouf Mila. Understanding these relationships could have practical implications for improving leadership practices, employee well-being, and organizational performance at UCAB Mila and other similar institutions in Algeria.

2. Literature Review and Hypotheses Development:

2.1. Supportive Leadership and Organizational-Based Self-Esteem (OBSE)

Supportive leadership is a leadership style that involves expressing concern for the needs and well-being of subordinates. Supportive leaders are concerned with the needs of their employees and seek to create an environment where employees feel valued and supported. It positively affect employees' job satisfaction, commitment, and organizational citizenship behaviors (Shin et al., 2016). Rafferty & Griffin 2006 further elaborate that supportive leadership contributed to the employee outcomes including job satisfaction, affective commitment, career certainty and self-efficacy.

The term "OBSE," which was first used by Pierce et al. (1989), describes how employees view their own worth inside a company. It is a reflection of how people view their own contributions and significance within the company. It is a reflection of a person's sense of worth in an organizational setting and is impacted by organizational elements including culture, leadership, and the degree of recognition an employee receives. (Gardner et al., 2004).

Studies have consistently demonstrated that supportive leadership plays a pivotal role in promoting OBSE by fostering a positive work environment and enhancing employees' sense of worth. Supportive leadership has been demonstrated to directly affect OBSE by enhancing employees' sense of belonging, competence, and value within the organization (Eisenberger et al., 2001). By providing emotional support and recognition, supportive leaders help staff members feel capable and appreciated, which

boosts their self-esteem. Employees are more likely to see themselves as valuable assets to the company when they feel their leaders are concerned about their success and well-being (Kahn, 1990).

• **Theoretical Justification:**

According to Self-Determination Theory (SDT), individuals have basic psychological needs for competence, autonomy, and relatedness (Deci & Ryan, 1985). Supportive leaders address these needs by providing the resources, feedback, and emotional support that enable employees to feel competent and connected to the organization. This assistance leads to a higher sense of self-worth, as employees feel that their efforts are acknowledged and their contributions are valued.

Moreover, according to Social Exchange Theory (Blau, 1964), when leaders demonstrate supportive behaviors, employees are likely to reciprocate these positive actions by becoming more engaged and devoted to the company. This mutual support contributes to a stronger level of OBSE, as employees perceive that the organization appreciates them and recognizes their importance to the company.

• **Empirical Evidence:**

Numerous research has empirically demonstrated a positive link between supportive leadership and OBSE. Eisenberger et al. (2001), for example, found employees who considered their leaders as supportive experienced higher levels of OBSE because they felt more respected and appreciated at work. Liu et al. (2013) highlight that employees who have supportive leaders express higher levels of self-worth and confidence in their work, two key indicators of OBSE. A study by Schaubroeck et al. (2011) found that when leaders act in a supportive manner, employees feel more competent and valued within the organization, which raises their organizational self-esteem.

Additionally, a study by Spreitzer (1995) demonstrated that employees with higher OBSE were those who felt empowered by their leaders through supportive actions such as autonomy in their jobs and decision-making participation. Employees who were given the chance to make a significant contribution felt more competent and appreciated within the company, which is why empowerment in particular was proven to be a strong predictor of OBSE. Furthermore, a study conducted by Chen et al. (2014) in a number of industries showed that supportive leadership has a positive effect on organizational citizenship behaviors and employee engagement, making it a crucial predictor of OBSE.

Given the established connection between supportive leadership and employee well-being, it is proposed that supportive leadership will have a positive impact on organizational-based self-esteem.

Hypothesis 1: Supportive leadership positively influences organizational-based self-esteem at the University Center Abdelhafidh Boussouf Mila.

2.2. The Impact of Supportive Leadership on Participation in Decision-Making

Supportive leaders are more likely to foster an environment of trust, openness, and collaboration, which encourages employee involvement in decision-making processes. By actively engaging employees and valuing their input, supportive leaders create an atmosphere where employees feel comfortable sharing their opinions and participating in discussions. Supportive leaders are not only concerned with the well-being of employees but also with involving them in decisions that impact their work, which increases participation in decision-making (Mazzetti & Schaufeli 2022).

There are various ways to understand the relationship between participation in decision-making and supportive leadership. For example, by psychological safety and trust. Employees who work for supportive leaders develop trust, which fosters psychological safety. Employees are more inclined to voice their opinions and take part in decision-making when they feel psychologically comfortable (Edmondson, 1999). An environment where involvement is encouraged and appreciated is more likely to be fostered by a supportive leader that actively listens to their staff and values their opinions. Moreover, by recognition and appreciation. Employee contributions are consistently acknowledged and valued by supportive executives. Employees who receive this appreciation feel more valued and like they belong, which may motivate them to participate more actively in organizational decisions (Kahn, 1990). Another mechanism through which Supportive Leadership influences Participation in Decision-Making is motivation and engagement. Supportive leadership increases employee motivation by addressing their needs and concerns, which can result in higher levels of engagement and participation. When employees feel that their leader is genuinely concerned about their well-being and success, they are more likely to be engaged in the organization and more willing to offer their ideas and contribute to decision-making (Bakker et al., 2011).

• Theoretical Justification:

This link between supportive leadership and participation in decision-making is grounded in social exchange theory (Nazir et al. 2018), which suggests that employees are more inclined to engage in organizational activities when leaders offer support.

Supportive leadership fosters a relationship of trust and mutual respect, which encourages employees to become more involved in decisions that affect their work.

Another theoretical justification for the relationship between supportive leadership and participation in decision-making is the Path-Goal Theory of Leadership (House, 1971). According to Path-Goal perspective, supportive leadership helps clarify goals and removes obstacles that may prevent employees from contributing to decision-making processes. Supportive leaders create a sense of psychological safety (Edmondson, 1999), encouraging employees to voice their opinions and participate without fear of negative consequences. This sense of safety and the empowerment provided by supportive leaders are likely to increase employees' willingness to engage in decision-making, as they feel trusted and valued.

- **Empirical Support:**

Several studies have shown that when leaders display supportive behaviors, employees are more likely to feel that their input is valued, thus increasing their willingness to participate in decision-making. For example, a study by Aggarwal et al. (2020) found that leader-member exchange (LMX), a construct closely related to supportive leadership, was positively associated with employee participation in decision-making. The study concluded that employees who perceive their leaders as supportive and who have high-quality relationships with their leaders are more likely to engage in decision-making processes.

Additionally, a study by Silla et al. (2020) highlighted that supportive leadership actions such as listening to employees, providing guidance, and showing appreciation for their work were positively related to employees' involvement in decision-making. This research found that employees who had supportive leaders felt more valued and were more likely to take an active role in the decision-making processes of their organizations. Given that, it is hypothesized supportive leadership will positively influence participation in decision-making.

Hypothesis 2: Supportive leadership positively influences participation in decision-making at the University Center Abdelhafidh Boussouf Mila.

2.3.Participation in Decision-Making and Organizational-Based Self-Esteem (OBSE)

Participation in decision-making refers to the degree to employees participate in decisions that affect their positions or the organization as a whole. Participation can take many different forms of involvement, from providing feedback on organizational policies to actively participating in strategic decisions (Cotton et al., 1988). It has been

demonstrated that decision-making involvement enhances employee outcomes like motivation, commitment, and job satisfaction (Wagner, 1994).

Decision-making participation can significantly affect workers' organizational-based self-esteem (OBSE). Employees are more likely to believe that their opinions are respected and that they make a significant contribution to the company when they actively participate in decision-making. Their OBSE may increase as a result of this engagement since it may increase their sense of worth and competence within the company.

Employees who take part in decision-making often experience a sense of empowerment and autonomy (Spreitzer, 1995). Stronger senses of competence and increased job satisfaction are the results of these emotions of autonomy and control over their work. Employees who participate in decision-making believe that the company values and acknowledges their contributions, which can boost their sense of self-worth (Pierce et al., 1989).

• **Theoretical Justification:**

One important topic of interest in organizational behavior research is how decision-making involvement affects organizational-based self-esteem (OBSE). According to researchers, employees who participate in decision-making feel more appreciated, competent and significant inside the company, which can improve OBSE. Below, we examine a number of ways through which participation in decision-making impacts OBSE.

According to the framework of Self-Determination Theory (Deci & Ryan, 2000), employees feel more autonomous when they have the opportunity to make decisions, and this is a major factor in their increased self-esteem. Participating in decision-making gives employees a feeling of mastery and control, which enhances their sense of worth within the company.

The fairness theory asserts that by confirming employees' significance inside the company, views of justice have a major impact on self-esteem (Colquitt et al., 2001). Employees who participate in decision-making feel empowered and their opinions are valued. Because they perceive themselves as essential participants in the decision-making processes, this sense of having a significant voice might boost their organizational self-esteem (Spreitzer 1995).

Another mechanism through which participation in decision-making influences OBSE is psychological ownership and responsibility. Participation in decision-making creates a sense of psychological ownership, where employees feel a personal

responsibility for organizational outcomes. This sense of ownership can directly impact OBSE, as employees who feel they "own" a part of the decision-making process are more likely to perceive themselves as valuable and competent contributors to the organization (Avey et al., 2009).

• **Empirical Evidence:**

A growing body of research has explored how participation in decision-making affects employees' sense of control and increased OBSE. For instance, Wagner (1994) showed that employees who actively participate in decision-making have greater OBSE and job satisfaction because they feel appreciated and competent in the roles they hold.

According to a study by Spreitzer (1995), Involving employees in decision-making boosts their psychological empowerment, which in turn improves job satisfaction and organizational commitment. Additionally, it strengthens employees' OBSE by improving their perceptions of their competence and contributions to the company. Likewise, Somech (2010) in a study of school teachers, found that PDM and OBSE had a positive correlation with psychological empowerment serving as a mediating factor. Essentially, employees feel more valued and important when they are involved in decision-making, and this has a direct impact on their organizational attachment and self-esteem. According to Aube et al. (2007) employees who have more autonomy in making decisions express higher levels of confidence in their abilities and self-esteem. Furthermore, study by Rafferty & Griffin (2006) showed that employees can feel more competent and safe when they participate in decision-making since it can improve role clarity and decrease job ambiguity. Higher OBSE is the result of this enhanced role awareness.

Based on the discussion above, it is hypothesized that participation in decision-making will positively influence organizational-based self-esteem.

Hypothesis 3: Participation in decision-making positively influences organizational-based self-esteem at the University Center Abdelhafidh Boussouf Mila.

2.4. The Mediating Role of Participation in Decision-Making:

It is suggested that decision-making participation acts as a mediator between organizationally based self-esteem and supportive leadership. This indicates that OBSE is indirectly impacted by supportive leadership since it affects employees' involvement in decision-making. The argument is that supporting leadership fosters an environment that encourages employee participation, which in turn improves OBSE.

According to the mediation hypothesis, the impact of supportive leadership on OBSE may be explained by involvement in decision-making. The traits of supportive leadership include involvement in the growth of the employees, encouragement, and empathy. Because supportive leaders actively encourage employee engagement and appreciate their views, this leadership style is likely to enhance employee participation in decision-making. Employees are more likely to feel empowered, competent, and recognized when they participate in decision-making, all of which increase their OBSE (Pierce et al., 1989).

• **Theoretical Justification:**

The mediator model is supported by Social Exchange Theory and the concept of leader–member exchange (Aggarwal et al. 2020) which posits that when employees receive support from their leaders, they feel obligated to reciprocate through greater engagement and participation in organizational processes. Employees who feel supported are more likely to participate in decision-making, and this participation further contributes to their sense of self-worth within the organization. Additionally, Self-Determination Theory suggests that participation in decision-making satisfies the psychological need for competence and autonomy, which in turn enhances OBSE (Deci & Ryan, 1985).

• **Empirical Support:**

While research has demonstrated the individual effects of supportive leadership and participation in decision-making on OBSE, fewer studies have explored the mediating role of participation in decision-making in the relationship between supportive leadership and OBSE. Understanding the mechanism by which supportive leadership enhances OBSE is crucial for organizations looking to foster a positive work environment.

Research on employee empowerment suggests that participation in decision-making mediates the effects of leadership on employee outcomes, such as job satisfaction and organizational commitment (Spreitzer, 1995). In the case of OBSE, studies have found that leadership behaviors that promote employee involvement (e.g., supportive leadership) lead to higher levels of OBSE through increased participation (Khassawneh & Elrehail 2022).

Based on the supportive leadership literature and its association with employee involvement and employee well-being, it is hypothesized that participation in decision-making mediates the relationship between supportive leadership and organizational-based self-esteem.

Hypothesis 4: Participation in decision-making mediates the relationship between supportive leadership and organizational-based self-esteem at the University Center Abdelhafidh Boussouf Mila.

Drawing on the aforementioned arguments and supporting data, our hypothesis is that the relationship between organizational-based self-esteem and supportive leadership will be mediated by decision-making participation. In particular, our hypothesis is that SL will positively affect PDM, which would positively affect OBSE. However, as was previously mentioned, there are more factors besides PDM that are probably responsible for the positive correlation between SL and OBSE. To the extent that these other factors are operative and effective, supportive leadership can be expected to have an independent effect on OBSE which is not necessarily mediated by PDM. Therefore, based on this, we hypothesize that SL will have both a direct and indirect positive effect on OBSE.

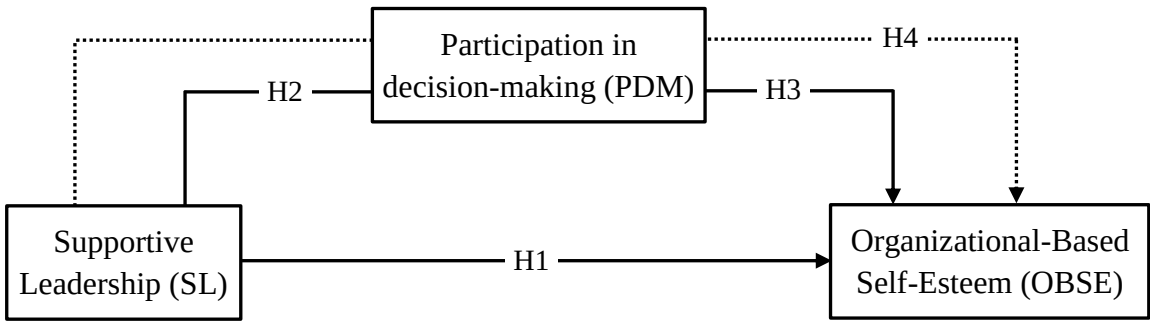


Figure 1. Hypothesized mediation model of the SL – PDM - PDM relationship

3. Methods:

This section describes the study's methodology, including the participants, data collecting, measuring instruments used to evaluate the study variables, and statistical analysis techniques used to test the hypotheses.

• Participants.

The study utilized a comprehensive survey (Census C) approach, targeting all employees at the University Center Abdelhafidh Boussouf Mila, Algeria. The population included all 260 individuals employed across various departments within the university center, ensuring complete representation of roles and responsibilities across the university center. By surveying the entire population, the study eliminated sampling biases and provided a thorough and inclusive dataset. A total of 150 questionnaires were retrieved, of which 147 were valid, resulting in a response rate of 57.69%. Despite this moderate response rate, the inclusion of participants from administrative staff and support staff ensured a diverse and representative dataset. While demographic factors

such as age, years of experience, and gender distribution were documented, they were not the primary focus of the analysis.

• **Data Collection**

The data for this study were collected using a self-administered survey. The survey was developed based on a questionnaire designed to measure three primary constructs: supportive leadership, organizational-based self-esteem (OBSE), and participation in decision-making. The survey was distributed in paper format to employees of the University Center, and participants were given sufficient time to respond.

To promote response accuracy, participants were informed about the study's purpose, provided with clear instructions for completing the questionnaire, and assured of confidentiality to encourage honest and accurate feedback. Attitudes and perceptions were assessed using a five-point Likert scale, where respondents indicated their level of agreement with various statements, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

• **Measures**

A questionnaire consisting of adapted scales has been used to collect the data.

Supportive leadership: To assess this variable, a validated questionnaire that was adapted from established leadership scales— Like the scale proposed by Oldham and Cummings (1996) with 8-item of supportive leadership (supervision) and the Supportive Leadership Scale created by Netemeyer et al. (1997)—was used to measure supportive leadership. The scale has five expressions constructed in a 5-point Likert style. The measure employed in this study was adjusted to reflect the supportiveness of the leader, including active listening, emotional support, and help with professional standing, and to be utilized correctly in the research environment. There are five items on this revised scale. The respondents were asked to rate the degree to which supportive leadership behavior was used by their immediate supervisors.

Organizational-based self-esteem OBSE was assessed using a four-item scale adapted from previous studies based on the OBSE scale developed by Pierce et al. (1989), which has been widely validated in organizational research. The scale measures employees' perceptions of their competence, value, and importance within the organizational context.

Participation in decision-making (PDM) was measured using a scale based on previous work such as the Participation in Decision-Making Questionnaire (PDMQ) developed by Cotton et al., (1988), which assesses how involved employees are in making decisions that affect their work or the organization. In addition, Silla et al. (2020)

used 3 items adapted from Participative Decision Making subscale of “Empowering Leadership Questionnaire (ELQ)” developed by Arnold et al. (2000). Depending on the previous literature, this study adapted a scale of 4 items to assess (PDM).

- **Analysis**

To test the proposed hypotheses, a series of statistical methods were employed to examine the relationships between the key variables, including regression analysis, structural equation modeling (SEM), and statistical mediation analysis using bootstrapping techniques.

- **Descriptive Statistics:** Mean, standard deviation, and frequency distributions were calculated to describe the sample's characteristics and overall responses.

- **Reliability and Validity Testing:** Cronbach's alpha was used to assess the internal consistency of the scales. Values above 0.70 were considered acceptable.

- **Inferential Statistics**

Regression Analysis: Used to examine the direct relationships between supportive leadership, PDM, and OBSE.

Structural Equation Modeling (SEM): is utilized to analyze the proposed relationships between variables and to assess the mediating role of PDM in the connection between supportive leadership and OBSE..

Mediation Analysis: Conducted using Baron and Kenny (1986)'s procedure and the Hayes SPSS Process Macro (Model 4) with bootstrapping (5,000 samples) to assess the indirect effects of supportive leadership on OBSE through PDM.

4. Data analysis and results

As the scales were formed by adapting items from different scales, the data was analyzed using multivariate techniques. First, Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA) were used to assess the scales' validity and reliability to ensure that underlying factors are associated with the measurement scales and are consistent too. Second, Structural Equation Modeling (SEM) technique is used to test the validity of the proposed model. Finally, following (Hayes 2018), bootstrap method is used to examine the mediation hypotheses.

Factor analysis was performed with the help of the SPSS 21 program which was also used for descriptive statistics and correlations analysis. AMOS 26 program was used to estimate the fit and construct validity of the research model. To test the mediating role of Participation in Decision-Making, Baron and Kenny (1986)'s procedure and Process Macro (Model 4) developed by Hayes (2018) was used.

4.1. Measurement analysis

- **Content validity:** All measurement scales were adopted from the existing literature, developed and slightly modified by the authors to ensure that the test matches the content of the domain of the target construct.

- **Construct validity:** Although the study variables: supportive leadership, organizational-based self-esteem and participation in decision-making are commonly treated as uni-dimensional concepts in several studies (Rafferty & Griffin 2006, DeRue et al. 2011, Shin et al. 2016, Pierce & Gardner 2004, Arnold et al. 2000, Appelbaum et al. 2013), the authors decided to conduct factor analysis to determine whether the items will load on a single factor each variable or not.

An exploratory factor analysis (EFA) was performed for the three variables to test the Convergent validity and discriminant validity of our measurements. For convergent validity, a loading value is expected to be greater than 0.70 (Hair et al., 2013). Loadings for supportive leadership ranged from 0,74 to 0,83 (see Table 1). Loadings for organizational-based self-esteem ranged from 0,71 to 0,84. Finally, loadings for participation in decision-making ranged from 0,74 to 0,84. All of the measurements' items were therefore valid. Additionally, to determine convergent and discriminant validity, the average variance extracted (AVE) was calculated. The square roots of the AVEs are larger than the inter-construct correlations between the constructs, and the AVE values for every construct are greater than 0.5. The research variables were different from each other. Convergent and discriminant validity were established.

- **Construct reliability:** To verify the reliability of the constructs Composite reliability and Cronbach's alpha were calculated, and the results are presented in Table 1. All constructs have composite reliability and Cronbach's alpha greater than the recognized lowest level of 0.70 as suggested by Hair et al., (2013). The results show that the scales demonstrate satisfactory reliability, and data can be used for further analysis.

Table 1. Descriptive statistics, reliabilities, validities and inter-correlations.

Variables	Mean	SD	Loading	α	AVE	CR
Supportive Leadership				0,863	0.648	0.902
SL1	2,85	1,09	0,746			
SL2	2,72	1,08	0,836			
SL3	2,87	1,18	0,785			
SL4	2,38	1,07	0,833			

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SL5	2,71	1,14	0,822			
Organizational-Based Self-Esteem				0,790	0.619	0.866
OBSE1	2,34	1,06	0,713			
OBSE2	2,34	1,08	0,841			
OBSE3	2,68	1,12	0,826			
OBSE4	2,85	1,26	0,760			
Participation in Decision-Making				0,828	0.661	0.886
PDM1	2,65	1,14	0,800			
PDM2	2,85	1,17	0,849			
PDM3	2,60	1,12	0,849			
PDM4	2,19	0,99	0,749			

Note. DS, standard deviation; CR, composite reliability; AVE, average variance extracted; α , Cronbach's alpha.

• **Descriptive Statistics and Correlation:** Table 2 exhibits the mean, standard deviation, correlation, Skewness and Kurtosis and correlations values of the study variables. Supportive Leadership has a positive correlation with Participation in Decision-Making ($r = 0,718$, $p < 0.01$) and Organizational-Based Self-Esteem ($r = 0,610$, $p < 0.01$). Also, the correlation between Participation in Decision-Making and Organizational-Based Self-Esteem is significant and positive ($r = 0,644$, $p < 0.01$). In addition, based on the mean values for supportive leadership (mean = 2,71), organizational-based self-esteem (mean = 2,55) and participation in decision-making (mean = 2,57) we can conclude that the participants have a moderate perception of those concepts in their organizations. They do not perceive it as particularly high or low.

Table 2. Descriptive statistics, inter-correlations and Square root of AVE

Variables	Mean	SD	1	2	3
Supportive Leadership	2,71	0,89	(0.805)		
Organizational-Based Self-Esteem	2,55	0,89	0,610**	(0.787)	
Participation in Decision-Making	2,57	0,90	0,718**	0,644**	(0.813)
Skewness	-	-	-0,247	-0,151	-0,193
Kurtosis	-	-	-0,850	-0,868	-0,950

** Correlation is significant at the 0.01 level (2-tailed). Values shown in bold in parentheses represent the square root of AVE

• **A confirmatory factor analysis** was conducted to evaluate the construct validity of the study variables (supportive leadership, organizational-based self-esteem and participation in decision-making) and SEM is performed to test the conceptual model using IBM – SPSS AMOS 26. Initial analysis results revealed that χ^2/DF ratio is 1.94 and it is considered that a model has a good fit if Chi-square (χ^2)/degree of freedom (df) ratio is < 2 . Additionally, the GFI (0,891) and RMSEA (0.08) were within the recommended levels. The CFI at 0,937 was above the lower cut-off level of 0.90. The findings showed that the proposed structural model fit the data well and the results of the goodness-of-fit tests showed satisfactory model fit according to generally accepted standards (Kline 2011).

Table 3. **Model Fit Summary (Direct & Indirect Paths)**

Indexes	Values
χ^2/DF ratio	1,945
CFI	0,937
IFI	0,938
GFI	0,891
RMSEA	0.08

4.2. Hypotheses Testing

To test the hypothesized relationships, we examined the path coefficients and their significance levels in the structural model. The results are presented in Table 4 and Figure 2. The hypothesis H1 suggested a positive influence between supportive leadership and organizational-based self-esteem. The findings of the study confirmed this hypothesis, revealing a significant positive impact of supportive leadership on organizational-based self-esteem ($\beta = 0.19$, $p < .001$).

Following hypothesis H2, it was expected that supportive leadership would positively impact participation in decision-making. The study results supported this hypothesis, showing a significant positive effect of supportive leadership on participation in decision-making ($\beta = 0.84$, $p < .001$). This indicates that leaders support will enhance employees' involvement in decision-making process.

As per hypothesis H3, it was suggested that participation in decision-making would have a positive influence on organizational-based self-esteem. The study findings provided support for this hypothesis, demonstrating a significant positive effect of participation in decision-making on organizational-based self-esteem ($\beta = 0.63$, $p < .001$).

Table 4: Path coefficients and significance levels

Hypothesis	Relationship	Path coefficient	p-value	Decision
H1	Supportive leadership → organizational-based self-esteem	0.19	0.000	Supported
H2	supportive leadership → participation in decision-making	0.84	0.000	Supported
H3	participation decision-making → organizational-based self-esteem	0.63	0.000	Supported

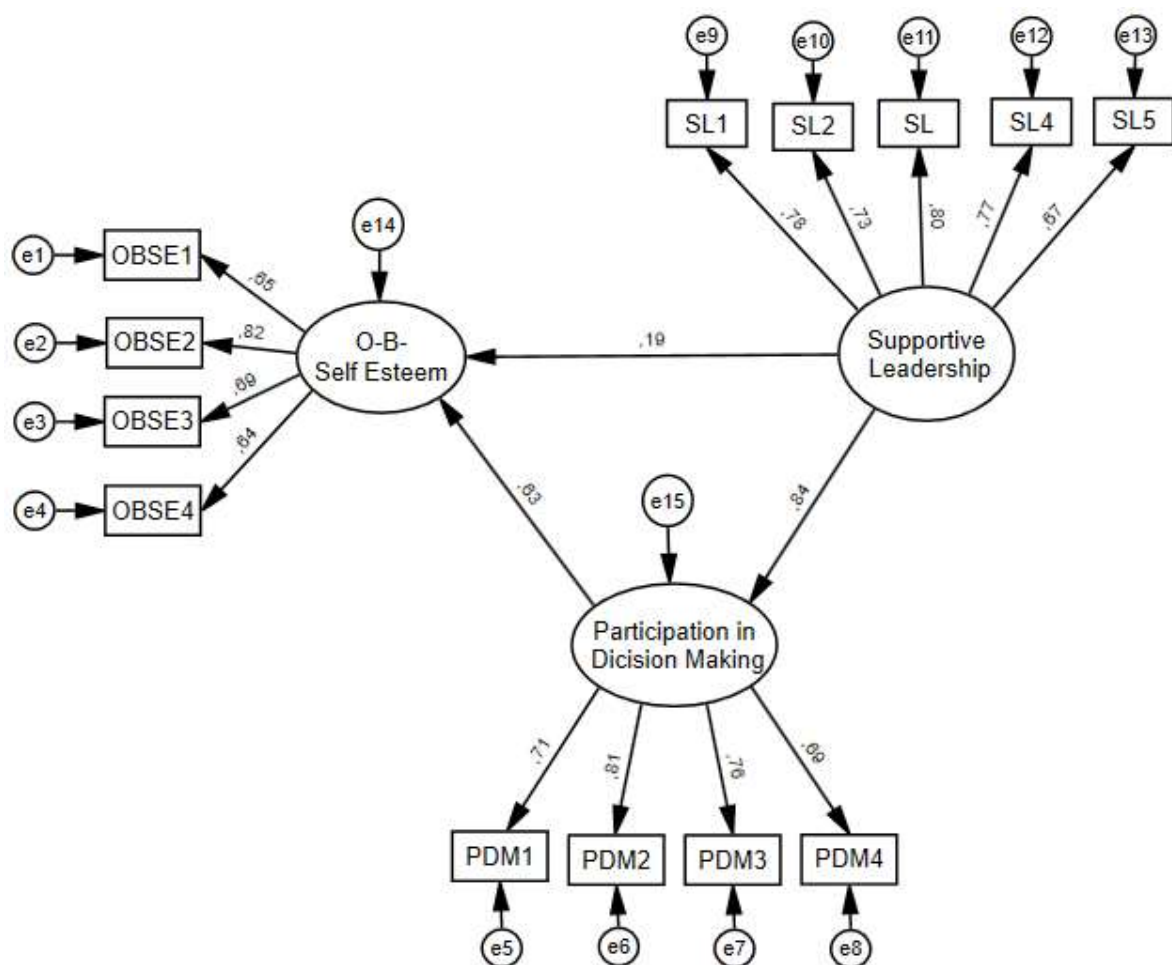


Figure 2. The results of the structure model. Standardized coefficients, *** $p < 0.001$.

To test the mediating effects (Hypotheses 4), we examined the direct, indirect, and total effects. Table 5 displays the standardized coefficients. The direct effect of supportive leadership on organizational-based self-esteem was 0.191, while the indirect effect of supportive leadership on organizational-based self-esteem through participation in decision-making as a mediator was 0,534. Both were statistically significant at the 0.001 level. Meanwhile, the total effect of the independent variable (SL) on the dependent variable (OBSE) was 0.725, statistically significant at the 0.001 level.

Table 5. The direct, indirect, and total effects between the latent variables.

Hypothesis	Path	Path coefecient		
		Direct effect	Indirect effect	Total effect
4	SL → PDM → OBSE	0.191**	0,534**	0,725**

** p < 0.001. SL: supportive leadership, PDM: participation in decision-making, OBSE: organizational-based self-esteem.

Additionally, the statistical significance of the mediating effect was examined by conducting mediation analysis depending on Baron and Kenny (1986)'s procedure and Hayes (2018)'s bootstrapping method. According to Baron and Kenny (1986), mediation testing should satisfy three requirements: (1) the independent variable (supportive leadership) must have a significant impact on the mediator (participation in decision-making); (2) after controlling for supportive leadership, decision-making must have a significant influence on organizational-based self-esteem; and (3) when decision-making is included in the model, the relationship between supportive leadership and organizational-based self-esteem should decrease. A bootstrap approach tests the indirect relationship between supportive leadership and organizational-based self-esteem through participation in decision-making using the PROCESS macro v4.2 for IBM – SPSS created by Hayes (2018).

First, following Baron and Kenny (1986)'s procedure regression analysis was carried out with (OBSE) as the dependent variable. Table 6 presents the findings of the regression analysis.

Table 6 demonstrates that in model 1, the independent variable SL predicted the dependent variable OBSE (B= 0.61, p< .001), explaining 36% variance. Similarly, PDM was found to explain 27% variance in OBSE (B= 0.41, P< .001). Since the independent variable (SL) predicted both the dependent variable (OBSE) and the mediating variable (PDM) and the mediating variable (PDM) predicted the dependent variable (OBSE), the conditions for mediation were established.

In the next step, both predictor variables, SL and PDM, were entered stepwise. The result showed that variables together explained 45 % variance, indicating that SL and PDM together predicted OBSE better than did each of them separately. Furthermore, the beta value of SL decreased from 0.61 to 0.30 when both variables (independent as well as mediating) were entered in the model to predict the dependent variable OBSE. However, both beta values (0,305 as well as 0,425) were significant ($p < 0.001$). This indicated the presence of partial mediation.

Table 6: Result of regression Analysis

Model	Variable	Beta	AR2	p-value
1	Supportive leadership (SL)	0,610	0,368	0.000
2	participation in decision-making (PDM)	0,644	0,411	0.000
3	Supportive leadership (SL)	0,305	0,452	0.000
	Participation in decision-making (PDM)	0,425		

Dependent variable: organizational-based self-esteem (OBSE)

Second, we examined the significance of direct and indirect relationships between SL and OBSE through PDM using the bootstrapping approach proposed by Hayes (2018). A bootstrap bias-corrected confidence interval was computed using SPSS PROCESS macro v4.2 with, as shown in Table 7. The indirect-effect coefficient of supportive leadership on organizational-based self-esteem was 0.3054. The fact that the upper and lower confidence limits for the indirect effect did not include 0 (0,165- 0,465) means that the mediating effect of participation in decision-making on the relationships between supportive leadership and organizational-based self-esteem was statistically significant. Therefore, Hypotheses 4 was supported.

Table 7. The mediating effect of PDM using bootstrapping

Hypothesis	Path	Product of Coefficient		BC 99% CI	
		ab	S.E.	Lower	Upper
4	SL → PDM → OBSE	0.305	0,076	0,165	0,465

ab: Completely standardized estimate, S.E: Standard Errors, BC: Bias-corrected, CI: Confidence Interval, SL: supportive leadership, PDM: participation in decision-making, OBSE: organizational-based self-esteem.

5. Discussion

The results of the research confirm and extend previous research on the link between leadership styles and workplace well-being in general. Each hypothesis examined in the study finds support in both the empirical evidence and the theoretical foundations established in prior studies.

The positive link between supportive leadership and OBSE found in this study is consistent with previous research (Eisenberger et al., 2001). Supportive leaders build a positive self-image and reinforce employees' sense of competence by improving their opinions of their value within the company. The findings corroborate the claims made by Pierce et al. (1989) and Kahn (1990) that supportive leadership increases organizational attachment and psychological safety, which in turn raises OBSE. Additionally, the results are consistent with Deci and Ryan's (1985) Self-Determination Theory, which highlights the importance of supportive environments in meeting employees' needs for relatedness and competence.

The significant positive relationship between supportive leadership and PDM is consistent with earlier studies, including Podsakoff et al. (1990). The study confirms that supportive leaders promote an environment of psychological safety and trust, that motivates employees to participate in decision-making processes. This result supports the Path-Goal Theory (House, 1971), which states that leaders who set clear objectives and reduce obstacles enable higher levels of employee involvement.

This positive relationship between PDM and OBSE is in line with many studies highlighting the empowering impact of participatory behaviors (Spreitzer, 1995; Wagner, 1994). Employees who participate in decision-making processes feel more valuable and competent, which has a direct impact on their self-esteem within the organizational context. These results support the arguments raised by Pierce et al. (1989) and Aube et al. (2007), who emphasized the importance of decision-making autonomy in enhancing employees' confidence and sense of self-worth. The findings also give credibility to the Self-Determination Theory (Deci & Ryan, 2000), since PDM promotes autonomy, which is essential for higher self-esteem.

The findings correspond with Spreitzer (1995), who found that participatory behaviors strengthen leadership effectiveness in promoting desirable employee outcomes. This study reveals an advanced understanding of how supportive leadership indirectly affects OBSE through PDM by confirming partial mediation. The results also support the mediating mechanism suggested by Social Exchange Theory (Blau, 1964), as employees reciprocate supportive leadership behaviors by participating more deeply in decision-making, which boosts their self-esteem.

While the findings are in line with a large body of the current literature, they also provide unique perspectives on the higher education context in Algeria. This research clarifies the relevance of leadership theories in a non-Western institutional and cultural framework. The moderate levels of PDM, OBSE, and perceived supportive leadership observed in this study are indicative of contextual variables including Algerian cultural beliefs on authority and decision-making process. These results imply that although universal leadership concepts are applicable, contextual adaptations are crucial for ensuring their effectiveness.

• **Theoretical Implications**

This study contributes to the theoretical understanding of the relationships among supportive leadership, participation in decision-making (PDM), and organizational-based self-esteem (OBSE). Through the integration of ideas from Social Exchange Theory, Self-Determination Theory, and the Path-Goal Theory, the results demonstrate how supportive leadership promotes employee empowerment and organisational involvement. The mediation analysis emphasise the important role of PDM as a mechanism that transforms supportive leadership behaviors into enhanced OBSE, offering a comprehensive explanation of how leadership styles impact employee perceptions of value within organizational contexts. Additionally, this research advances the application of established theories in non-Western environments, emphasizing the cultural significance of leadership and participative practices in Algerian higher education institutions

• **Practical Implications**

On a practical level, the results indicate that higher education institutions, especially in Algeria, can benefit from cultivating supportive leadership behaviors. Leaders who exhibits empathy, offre constructive feedback, and actively involve employees in decision-making processes can foster a more engaged and psychologically safe workforce. This in turn improves OBSE, which has a close linke with job satisfaction, resilience, and organizational commitment. Institutions should give top priority to leadership development programs emphasizing participatory leadership styles and create organized opportunities for employees to contribute to decision-making. Such practices can enhance not only individual employee outcomes but also overall organizational performance.

• **Potential Limitations and Future Research**

This study provides valuable insights. However, it is crucial to recognize certain limitations. First, because the study uses a cross-sectional design, it is difficult to

determine cause-and effect relationships between the variables. Future studies could address this by using longitudinal designs to examine changes in OBSE over time and establish causal relationships. Second, the study focuses on one educational institution in Algeria, which might limit the generalizability of the findings. In order to provide broader perspective, more studies in other sectors and cultural contexts should be done. Lastly, the study relies on self-reported data, which may be impacted by social desirability or personal biases. To address this, future research could employ mixed approaches, such as interviews or observational studies, to offer a more comprehensive understanding. Future research could also explore additional factors as potential mediators or moderators, such as organizational culture and employee personality traits, to deepen the understanding of the supportive leadership–OBSE relationship.

6. Conclusion

Through the integration of theoretical perspectives such as Social Exchange Theory and Self-Determination Theory, the study provides a strong foundation for understanding the dynamics of leadership and employee empowerment. This study examines the role of supportive leadership in enhancing organizational-based self-esteem (OBSE) among employees, with participation in decision-making acting as a mediating variable. The results show that supportive leadership not only directly enhances OBSE but also indirectly by fostering a participatory environment where employees feel empowered and appreciated. This environment strengthens their perception of competence and self-esteem within the organization context.

Practically, this finding offers relevance strategies for improving organizational outcomes through supportive and participative leadership. By adopting leadership practices based on promoting employee involvement, higher education institutions can enhance employee satisfaction, commitment, and overall organisation performance. Future research can explore longitudinal effects, cultural influences, and additional mediators for a deeper comprehension of these relationships.

7. References

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