

# **Participative Decision Making (PDM) and Work Outcomes: A Study of the Sri Lankan Commercial Banking Sector**

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## **Abstract**

This study investigates the relationship between participative decision-making (PDM) and work outcomes such as job performance and job satisfaction, organizational citizenship behaviour, organizational commitment, career satisfaction and career success in the context of perceived organizational support (POS). The responses of 173 executives in seven commercial banks were considered for the study. Data was collected through a survey among executives consisting of supervisors and subordinates. The study findings indicate that participative decision-making is positively related to employee job satisfaction, organizational commitment, career success, career satisfaction and organizational citizenship behaviour. The study findings did not provide evidence of a positive relationship between PDM and job performance and showed no strong moderating effect by POS on the relationship between PDM and work outcomes except on the relationship between PDM and job satisfaction. The study reveals that participative decision-making effectively influences positive work outcomes.

## **Keywords:**

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