

The Determinants of Participatory Leadership Style: A Systematic Review

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Abstract: *Participatory leadership style has gained importance as organizations increasingly depend on employee knowledge, collaboration, and involvement in decision-making. However, existing research has focused primarily on its consequences, while evidence concerning the factors shaping its adoption and practice remains fragmented. This systematic review identifies, classifies, and synthesizes the determinants of participatory leadership style across organizational and cultural contexts. Following PRISMA 2020, searches were conducted in March 2026 across Scopus, Web of Science Core Collection, PsycINFO, Business Source Complete, and ABI/INFORM for peer-reviewed English-language articles published between 2016 and 2025. The database searches identified 256 records; 136 were excluded following title and abstract screening, and 120 full-text articles were assessed for eligibility. After excluding 86 articles, 34 studies were retained for narrative and thematic synthesis. The evidence was organized into five interrelated domains: leader-level; follower- and team-level; organizational; cultural and institutional; and task- and situation-related determinants. Participatory leadership was most likely to emerge when leaders were willing and able to share influence, employees possessed the competence and confidence to contribute, teams demonstrated trust and psychological safety, and organizational systems supported consultation. Cultural expectations concerning authority and situational factors such as task complexity, urgency, risk, and information distribution further shaped the scope of participation. The review concludes that participatory leadership is a multilevel and context-dependent practice rather than a fixed personal style. The resulting framework provides a structured basis for leadership development, organizational design, and future multilevel research.*

Keywords: Participatory leadership; Leadership determinants; Employee participation; Shared decision-making; Systematic review.

1. Introduction

Participatory leadership style has become increasingly relevant as contemporary work has grown more knowledge-intensive, interdependent, and reliant on employees' contributions beyond their formally assigned duties. It refers to an approach in which leaders consult employees or stakeholders, solicit their suggestions, share relevant information, and provide them with meaningful influence over decisions that affect their work. Rather than concentrating decision authority exclusively at the top of the organizational hierarchy, participatory leadership recognizes that organizational members possess knowledge and experience that may improve decision quality, acceptance, and implementation.

Although the reviewed literature commonly uses the term “participative leadership,” the present review adopts “participatory leadership style” in accordance with the title of the study. Both terms describe the central practice of involving organizational members in decision-making while the formal leader may retain ultimate responsibility for the final decision (Wang et al., 2022).

Participatory leadership should be distinguished from related approaches such as empowering, transformational, ethical, and shared leadership. Empowering leadership primarily emphasizes autonomy and the transfer of authority, whereas participatory leadership focuses more specifically on consultation and shared influence over decisions. Transformational and ethical leadership may encourage employee contributions, but participation is not necessarily their defining behavioral component (Huang et al., 2021). Maintaining this distinction is important because treating related leadership styles as interchangeable may obscure the particular factors that encourage leaders to seek, consider, and use employee input. Existing research has primarily examined participatory leadership as a predictor of employee and organizational outcomes. It has been associated with job satisfaction and work engagement (Chan, 2019; Fatoki, 2023), creativity and innovative behavior (Chen et al., 2020; Kumar et al., 2024), voice behavior (Qing & JinHua, 2023; Tak & Shin, 2018), and employee performance (Khassawneh & Elrehail, 2022). It has also been studied across financial, public, educational, community, agricultural, construction, and library settings (Ahn & Bessiere, 2022; Almutairi, 2024; Grill, 2022; Lo & Stark, 2020). This evidence establishes the relevance of participatory leadership across different organizational environments. However, it provides a less complete explanation of why some leaders adopt participatory practices while others continue to rely on directive or centralized decision-making.

The determinants of participatory leadership remain dispersed across different theoretical perspectives and levels of analysis. Leader-related conditions may include openness to employee input, behavioral integrity, competence, confidence in followers, and willingness to share influence. Follower and team conditions may involve employee competence, readiness to participate, interpersonal trust, psychological safety, cooperation, and knowledge sharing (Chen et al., 2020; Kumar et al., 2024; Usman et al., 2021). Organizational culture, institutional expectations, hierarchical arrangements, and formal participation mechanisms may further enable or constrain the practice of participatory leadership (Arief & Sulastrri, 2021; Khassawneh & Elrehail, 2022). Cultural factors such as power distance may influence whether leaders are willing to distribute decision influence and whether employees feel comfortable advising or disagreeing with formal authority (Tak et al., 2020). Task complexity, time pressure, risk, confidentiality, and crisis conditions may also determine the appropriate scope and timing of participation (Grill, 2022). These variables do not all represent direct causal antecedents; some operate as enabling conditions, constraints, or contextual boundaries that help explain when participatory leadership is likely to emerge and be sustained.

Although Wang et al. (2022) identified antecedents as an important area for participative leadership research, the available evidence has not been sufficiently consolidated around the specific question of what determines the adoption and practice of participatory leadership style. Much of the recent literature continues to position it as an independent variable and concentrates on its consequences rather than treating it as a leadership behavior requiring explanation. In addition, the inconsistent use of terms such as participative leadership, participatory leadership, democratic leadership, consultation, and participative decision-making complicates the accumulation and comparison of evidence. A systematic review is therefore needed to distinguish direct determinants from enabling conditions, constraints, mediating mechanisms, moderators, and outcomes and to integrate the relevant evidence into a coherent multilevel framework.

Accordingly, this systematic review aims to identify, classify, and synthesize the determinants of participatory leadership style across organizational, sectoral, and cultural contexts. The evidence is

organized into leader-level, follower- and team-level, organizational, cultural and institutional, and task- and situation-related domains. The review addresses three questions: (1) Which determinants are most frequently associated with the adoption and practice of participatory leadership style? (2) How are these determinants distributed across leader, follower, team, organizational, cultural, institutional, and situational levels? and (3) What theoretical, contextual, and methodological gaps remain in the existing evidence? Addressing these questions provides a structured explanation of the conditions that enable or constrain participatory leadership and establishes a focused agenda for future research.

2. Methodology

This systematic review identified, evaluated, and synthesized evidence concerning the determinants of participatory leadership style. It followed the Preferred Reporting Items for Systematic Reviews and Meta-Analyses 2020 guidelines to ensure transparent and reproducible reporting of study identification, screening, eligibility assessment, and inclusion (Page et al., 2021). The review was also informed by the Scientific Procedures and Rationales for Systematic Literature Reviews protocol, which organizes the review process around assembling, arranging, and assessing the literature (Paul et al., 2021). Consistent with recommendations for management research, the review compared the theoretical foundations, methods, contexts, and findings of the included studies rather than merely summarizing them (Paul & Criado, 2020; Paul et al., 2023). The literature search was conducted in March 2026 using Scopus, Web of Science Core Collection, PsycINFO, Business Source Complete, and ABI/INFORM. It covered peer-reviewed English-language articles published between January 2016 and December 2025. Titles, abstracts, and keywords were searched using the following expression: (“participatory leadership” OR “participative leadership” OR “democratic leadership” OR “consultative leadership” OR “participative decision making”) AND (determinant* OR antecedent* OR predictor* OR driver* OR facilitator* OR barrier* OR condition* OR factor* OR emergence OR adoption OR development). The syntax was adjusted to suit each database. Backward reference searches, particularly of Wang et al. (2022), and forward citation searches were also conducted to identify additional relevant studies.

Studies were included when they examined participatory leadership style as an identifiable construct and provided evidence concerning its emergence, adoption, practice, enabling conditions, or constraints. Eligible studies had to be peer-reviewed English-language journal articles situated within an identifiable organizational or institutional context and provide sufficient information about their design, participants, variables, analysis, and findings. Quantitative, qualitative, mixed-methods, multilevel, and evidence-synthesis studies were considered. Articles were excluded when participatory leadership appeared only as a background concept, employee participation was examined without a clear leadership component, the construct could not be distinguished from other leadership styles, or the publication was an editorial, conference abstract, dissertation, book review, or non-peer-reviewed article. Studies focusing primarily on leadership outcomes were retained only when they provided relevant evidence concerning direct antecedents or contextual factors that enabled or constrained the adoption and practice of participatory leadership style. The database searches identified 256 records. Following title and abstract screening, 136 records were excluded because they were unrelated to the review objectives or did not provide sufficient evidence concerning participatory leadership style. The remaining 120 full-text articles were assessed for eligibility. Eighty-six articles were excluded because they lacked direct or extractable evidence about relevant determinants, failed to distinguish participatory leadership from related styles, focused exclusively on outcomes without identifying relevant conditions, or provided insufficient methodological information. Consequently, 34 studies were retained and included in the final review. The selection process is presented in Figure 1. A standardized form was used to extract the author, publication year,

country, sector, sample, research design, leadership measure, theoretical perspective, determinant examined, analytical method, principal findings, and reported limitations of each study. The identified determinants were classified into five domains: leader-level; follower- and team-level; organizational; cultural and institutional; and task- and situation-related determinants. This classification distinguished direct antecedents from contextual conditions that enabled or constrained participatory leadership.

The methodological quality of the included studies was evaluated using criteria appropriate to each design. Quantitative studies were assessed for sampling adequacy, measurement reliability and validity, analytical appropriateness, and potential common-method bias. Qualitative studies were evaluated according to the clarity of participant selection, data collection, analysis, and evidential support for interpretations. Evidence-synthesis studies were assessed for the transparency and reproducibility of their search and selection procedures. Methodological limitations did not automatically result in exclusion but were considered when interpreting the strength of the evidence. Because the included studies differed in their definitions, samples, contexts, measures, and analytical methods, the evidence was synthesized using a structured narrative and thematic approach rather than statistical meta-analysis. The synthesis compared the frequency, direction, and consistency of the identified determinants and examined differences across organizational, cultural, and situational contexts. The five domains were subsequently integrated into a multilevel conceptual framework explaining participatory leadership style as the result of interactions among leader characteristics, follower and team capabilities, organizational arrangements, cultural and institutional conditions, and situational demands.

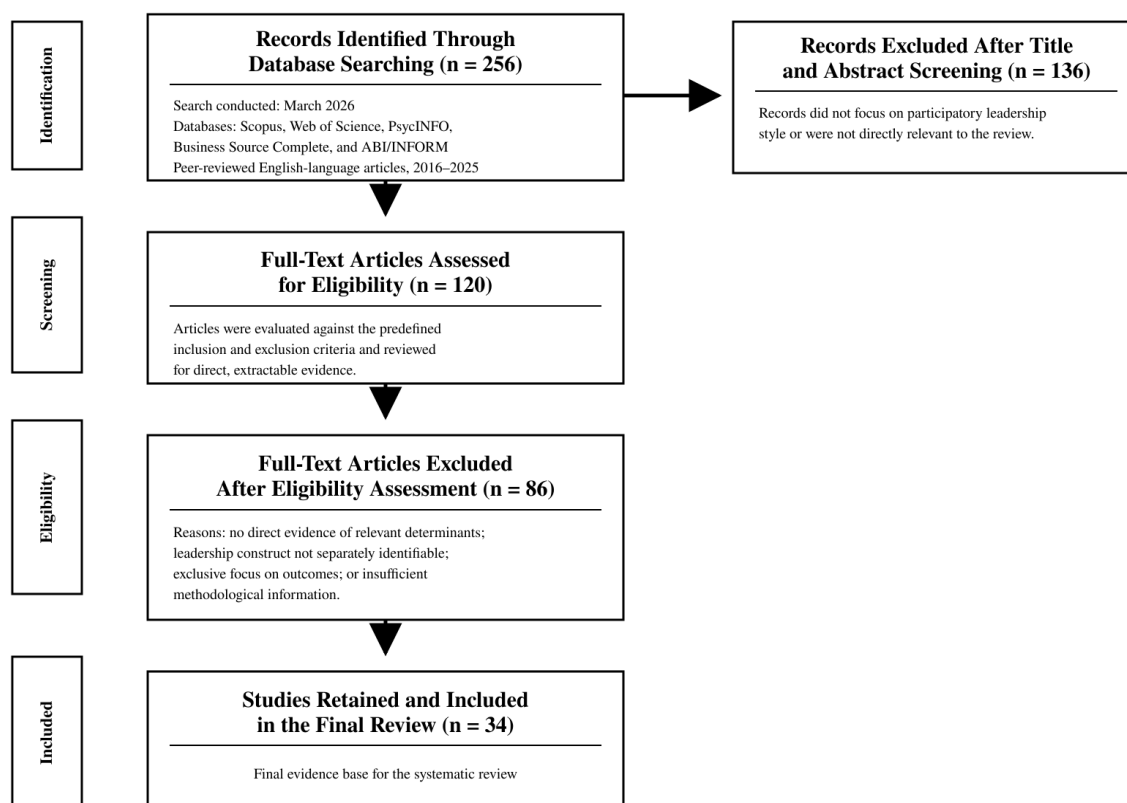


Figure 1 : PRISMA-based study selection process

3. Determinants of Participatory Leadership Style

The reviewed studies indicate that participatory leadership style is determined by an interaction of individual, relational, organizational, cultural, and situational conditions rather than by a single leadership characteristic. Although much of the literature uses the term “participative leadership,” it describes the same central practice of involving employees or stakeholders in decisions that affect their work. Wang et al. (2022) classified the antecedents of this leadership approach at individual and organizational levels. The present review extends this classification by organizing the identified determinants into five domains: leader-level determinants; follower- and team-level determinants; organizational determinants; cultural and institutional determinants; and task- and situation-related determinants. Leader-level determinants concern the leader’s willingness and ability to share information and decision influence. Openness to employee input, confidence in followers, behavioral integrity, interpersonal competence, and willingness to distribute authority create favorable conditions for participatory leadership. Behavioral integrity is particularly important because participation loses credibility when leaders request employee opinions but fail to consider them in subsequent decisions (Usman et al., 2021). Leaders must also be capable of managing disagreement, evaluating different suggestions, communicating the limits of participation, and retaining responsibility for final decisions. Thus, participatory leadership requires both a positive orientation toward employee involvement and the competence to manage collective decision-making effectively.

Follower- and team-level determinants include employee competence, willingness to participate, interpersonal trust, psychological safety, cooperation, and knowledge sharing. Leaders are more likely to involve employees when followers possess relevant knowledge and demonstrate readiness to accept responsibility. Psychological safety allows employees to express ideas and disagreement without fear of punishment, while knowledge sharing increases the practical value of participation by making relevant expertise available to the group (Chen et al., 2020; Kumar et al., 2024; Tak & Shin, 2018). Compatibility between leaders and organizational members may also shape whether participatory behavior is considered appropriate and legitimate (Chang et al., 2024). Organizational and cultural conditions determine whether participatory leadership can develop into a stable practice. Decentralized structures, open communication, supportive organizational cultures, employee autonomy, and formal opportunities for involvement facilitate shared decision-making. Conversely, rigid hierarchies and highly centralized authority can restrict leaders’ ability to involve employees. Organizational culture and institutional expectations are therefore important contextual determinants (Arief & Sulastri, 2021; Khassawneh & Elrehail, 2022). Power distance may further influence whether leaders are willing to share influence and whether employees feel comfortable advising or disagreeing with formal authority (Tak et al., 2020).

Finally, the use of participatory leadership depends on task and situational conditions. It is more likely when decision quality requires knowledge distributed among employees or when successful implementation depends on their acceptance and commitment. In contrast, severe time pressure, high risk, confidentiality requirements, and emergency conditions may restrict opportunities for consultation. Participatory and directive behaviors may therefore be combined according to the demands of the situation (Grill, 2022). Overall, participatory leadership style is most likely to emerge when leaders are willing to share influence, employees are capable and prepared to contribute, organizational systems support participation, cultural norms permit constructive disagreement, and the decision context allows meaningful consultation. Table 1 maps the direct and contextual evidence provided by the 34 included studies across the five determinant domains.

Table 1 : Mapping of Evidence Across Participatory Leadership Determinant Domains

No.	Study	LD	FT	OD	CI	TS
1	Wang et al. (2022)	✓	✓	✓	✓	✓
2	Usman et al. (2021)	✓	✓			✓
3	Huang et al. (2021)	✓		✓		
4	Ahn and Bessiere (2022)		✓	✓	✓	
5	Khassawneh and Elrehail (2022)			✓	✓	
6	Kumar et al. (2024)		✓	✓		
7	Chen et al. (2020)		✓	✓		
8	Chan (2019)		✓	✓		
9	Chang, Hodgkinson, et al. (2019)		✓	✓		
10	Chang, Chang, et al. (2019)		✓	✓		
11	Chang et al. (2024)		✓	✓		
12	Raineri (2023)	✓	✓	✓		
13	Peng et al. (2023)		✓	✓		
14	Qing and JinHua (2023)		✓	✓	✓	
15	Fatoki (2023)		✓	✓		
16	Usadolo (2020)		✓	✓	✓	
17	Lo and Stark (2020)	✓		✓	✓	
18	Torp and Nielsen (2018)		✓	✓		
19	Ahad et al. (2024)		✓	✓		
20	Bulog and Bakotić (2024)		✓	✓		
21	Grill (2022)	✓		✓		✓
22	Tak and Shin (2018)		✓	✓		
23	Tak et al. (2020)		✓		✓	
24	Almutairi (2024)	✓		✓	✓	
25	Al Maqbali and Khudari (2024)			✓	✓	
26	Tariq et al. (2024)		✓	✓		
27	Hikmah et al. (2024)		✓	✓		
28	Sherovska (2023)		✓	✓	✓	
29	Kasimu et al. (2025)	✓		✓		✓
30	Balqis et al. (2025)	✓	✓	✓	✓	
31	Arief and Sulastri (2021)			✓	✓	
32	Akpoviroro et al. (2018)	✓	✓	✓		
33	Ade (2018)	✓		✓	✓	
34	Putri and Yadiati (2020)	✓		✓	✓	

LD = leader-level; **FT** = follower- and team-level; **OD** = organizational; **CI** = cultural and institutional; and **TS** = task- and situation-related domains. A check mark indicates that a study provided direct or contextual evidence relevant to the corresponding domain. Because several studies examined participatory leadership as a predictor of employee or organizational outcomes, the check marks do not necessarily represent empirically tested causal antecedents.

3.1 Core Determinants Enabling Participatory Leadership Style

The synthesis identified leader readiness as the most immediate determinant of participatory leadership style. Leaders must be willing to share information, invite employee contributions, and allow those contributions to influence decisions. This willingness depends on openness, confidence in followers, tolerance of disagreement, and acceptance of distributed influence. Behavioral integrity strengthens this process because employees are more likely to participate when leaders' actions correspond with their stated commitment to consultation (Usman et al., 2021). Leadership competence is equally important, as meaningful participation requires the ability to evaluate different viewpoints, manage disagreement, clarify decision boundaries, and maintain responsibility for final outcomes. Interpersonal trust represents a second core determinant. Leaders are more likely to involve employees whom they consider competent, reliable, and committed to organizational objectives. Employees, in turn, are more willing to contribute when they trust that their opinions will be treated fairly and will not produce negative consequences. Perceived fairness can reinforce this reciprocal relationship by demonstrating that employee contributions are evaluated consistently and respectfully (Raineri, 2023). Participatory leadership is therefore weakened when consultation is symbolic, information is selectively withheld, or decisions are made before employees are invited to contribute.

Follower competence and readiness also determine whether participation is practical. Employees who possess relevant knowledge, understand organizational problems, and are willing to accept responsibility provide leaders with a stronger basis for shared decision-making. Participation becomes less useful when followers lack the information, confidence, or motivation needed to make constructive contributions. The importance of leader-member compatibility also suggests that participatory practices are more sustainable when leaders and employees hold compatible expectations about involvement and responsibility (Chang et al., 2024). Employee autonomy further supports participation by giving organizational members sufficient discretion to apply their knowledge and contribute to decisions affecting their work (Tariq et al., 2024). At the team level, psychological safety, cooperation, and knowledge sharing create the relational conditions needed for participation. Psychological safety enables members to offer suggestions, question existing practices, and express disagreement without fear of humiliation or punishment (Chen et al., 2020; Tak & Shin, 2018). Knowledge sharing ensures that relevant expertise becomes available during collective deliberation, while cooperation helps transform individual contributions into coordinated decisions (Kumar et al., 2024; Tak et al., 2020). These findings show that formal invitations to participate are insufficient unless supported by trust, competence, psychological safety, and open knowledge exchange. Participatory leadership is therefore most likely to emerge when leaders are prepared to share influence and employees possess both the ability and relational confidence to use that opportunity constructively.

3.2 Multilevel Contexts Shaping Participatory Leadership Style

Participatory leadership is influenced by the organizational structures within which leaders exercise authority. Decentralized decision-making, open communication, employee autonomy, and formal opportunities for consultation provide leaders with greater scope to involve employees. Conversely, centralized structures and rigid hierarchies can restrict participation by concentrating authority at senior levels. Organizational culture is therefore a significant contextual determinant because it establishes whether consultation, disagreement, and shared influence are treated as legitimate practices. Arief and Sulastri (2021) emphasized the relevance of organizational culture to participative leadership, while Al Maqbali and Khudari (2024) demonstrated its interaction with hierarchical organizational arrangements. Institutional conditions also shape leaders' behavioral choices. Formal policies, professional norms, accountability systems, and expectations from senior

management can either support or constrain participatory practices. Khassawneh and Elrehail (2022) showed that institutional conditions affect how participative leadership operates within organizations. Participation is more likely to become established when it is reinforced by organizational procedures, communication channels, and performance systems rather than depending solely on the preference of an individual leader. Its application may consequently differ across public institutions, educational organizations, libraries, businesses, community settings, and project-based environments (Ahn & Bessiere, 2022; Almutairi, 2024; Kasimu et al., 2025; Lo & Stark, 2020).

Cultural expectations determine how leaders and employees interpret shared decision-making. In high power-distance settings, employees may expect leaders to make decisions independently and may hesitate to express disagreement, while leaders may interpret consultation as a loss of authority. Lower power-distance conditions generally provide greater legitimacy for open discussion and shared influence. Tak et al. (2020) identified power distance as an important boundary condition affecting cooperation under participatory leadership. However, participatory practices can still operate in hierarchical cultures when leaders clearly communicate the purpose and limits of participation and when organizational systems protect employees who offer constructive opinions. Task characteristics and situational pressures further determine the extent of participation. Shared decision-making is particularly appropriate when employees possess essential information, when problems are complex, or when implementation depends on collective acceptance. In contrast, time pressure, confidentiality, safety risks, and emergency conditions may require leaders to limit consultation or combine participatory and directive behaviors. Grill (2022) illustrated how participative and rule-oriented leadership can operate together in a high-risk work environment. Thus, situational constraints do not necessarily eliminate participation but influence its timing, scope, and form. Participatory leadership style develops within a multilevel system rather than through isolated leader behavior. Organizational structures determine the authority available for participation; institutional arrangements determine whether it is formally supported; cultural values shape its legitimacy; and task conditions determine its practical feasibility. Sustainable participatory leadership therefore requires alignment between the leader's willingness to share influence and a broader environment that enables employees to contribute meaningfully to decision-making.

Table 2 : Summary of Determinant Domains Influencing Participatory Leadership Style

Determinant Domain	Factors Identified in the Reviewed Literature
Leader-level determinants	Openness to employee input, confidence in followers, behavioral integrity, interpersonal competence, willingness to share information, tolerance of disagreement, and readiness to distribute decision influence.
Follower- and team-level determinants	Employee competence, relevant knowledge, willingness to participate, readiness to accept responsibility, interpersonal trust, psychological safety, cooperation, knowledge sharing, and leader-member compatibility.
Organizational determinants	Decentralization, flexible organizational structure, open communication, employee autonomy, supportive organizational culture, senior management support, formal consultation mechanisms, and institutionalized opportunities for participation.
Cultural and institutional determinants	Power distance, expectations concerning authority, cultural acceptance of disagreement, professional norms, institutional policies, accountability systems, sector characteristics, and the legitimacy of shared decision-making.
Task- and situation-related determinants	Decision complexity, distribution of information, need for employee acceptance, time pressure, urgency, risk, confidentiality, crisis conditions, and the degree to which collective expertise is required.

4. Discussion

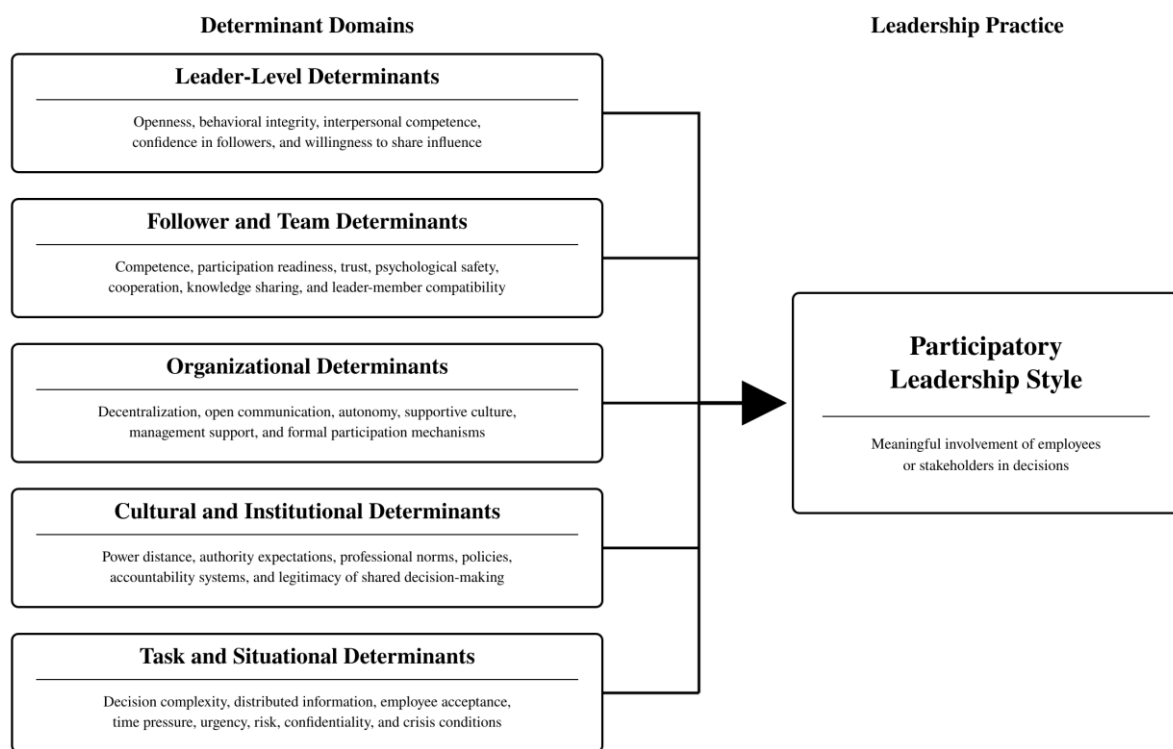
This review indicates that participatory leadership style is a multilevel and context-dependent practice shaped by leader readiness, follower capability, team relationships, organizational support, cultural expectations, and situational demands. It extends the individual- and organizational-level classification proposed by Wang et al. (2022) by incorporating follower, team, cultural, institutional, and task-related conditions. However, because many included studies examined participatory leadership as a predictor rather than an outcome, these findings represent a synthesis of direct antecedents and relevant contextual conditions rather than definitive causal determinants. At the leader and relational levels, meaningful participation appears more likely when leaders are willing to share influence, trust employee competence, and manage disagreement constructively. Behavioral integrity strengthens the credibility of consultation because employees evaluate whether leaders' actions reflect their stated commitment to participation (Usman et al., 2021). Employee competence, psychological safety, and knowledge sharing also support meaningful involvement by enabling employees to contribute ideas without fear and by making relevant expertise available to decision-makers (Chen et al., 2020; Kumar et al., 2024). Formal opportunities for participation may therefore be insufficient when employees lack the knowledge, confidence, or relational security required to contribute.

Organizational and cultural conditions further shape the practice of participatory leadership. Decentralized authority, open communication, employee autonomy, and institutional support facilitate participation, whereas rigid hierarchies may constrain it (Arief & Sulastrri, 2021; Khassawneh & Elrehail, 2022). Power distance may also influence employees' willingness to advise or disagree with formal authority (Tak et al., 2020). Organizations operating in highly hierarchical environments may therefore need clearer participation mechanisms and stronger assurances that employee contributions will be considered. The appropriate degree of participation also varies according to situational demands. Consultation is particularly valuable when decisions require distributed knowledge or employee acceptance, whereas urgency, risk, and confidentiality may restrict its scope. Leaders may consequently combine participatory and directive behaviors according to task requirements (Grill, 2022). Overall, organizations seeking to strengthen participatory leadership should develop leaders' consultation skills, enhance employee capability, promote psychological safety, reduce unnecessary centralization, and establish transparent mechanisms through which employee contributions can meaningfully influence decision.

5. Research Gaps

Several gaps remain in the literature on the determinants of participatory leadership style. First, most studies treat participatory leadership as an independent variable used to explain employee attitudes and behavior. Comparatively few studies examine it as an outcome and directly investigate why leaders adopt participatory practices. Consequently, the evidence concerning its antecedents remains fragmented across studies of behavioral integrity, psychological safety, organizational culture, institutional conditions, and power distance. Wang et al. (2022) similarly identified the antecedents of participative leadership as an area requiring further theoretical and empirical development. Second, the literature is dominated by cross-sectional surveys and self-reported measures. These designs limit causal inference and make it difficult to determine whether the identified factors produce participatory leadership or develop as a consequence of it. Future research should use longitudinal, experimental, and multi-source designs that collect data from leaders, employees, and organizational records. Multilevel analysis is also needed to distinguish leader-level influences from team, organizational, and national-level conditions.

Third, cultural and sectoral coverage remains uneven. Although the reviewed studies include educational, public, financial, construction, community, and business settings, there is limited systematic comparison across sectors and national cultures. More evidence is required from developing countries and high power-distance contexts, where expectations concerning authority may shape the acceptance of shared decision-making. Comparative studies should examine whether the determinants identified in one cultural or institutional setting operate similarly in others. Finally, emerging work arrangements remain underexamined. Remote and hybrid work, digitally mediated communication, organizational crises, and geographically dispersed teams may alter how leaders obtain employee input and distribute decision influence. Future research should investigate how technology, task complexity, time pressure, risk, and virtual communication interact with leader and follower characteristics. An integrated multilevel model is therefore needed to explain how individual, relational, organizational, cultural, and situational direct antecedents and contextual conditions jointly shape the adoption and sustained practice of participatory leadership style.



Participatory leadership emerges through alignment across all five determinant domains.

Figure 2 : Integrated Conceptual Framework of Participatory Leadership Style Determinants

6. Conclusion

This systematic review indicates that participatory leadership style is shaped by an interaction of leader-level, follower- and team-level, organizational, cultural and institutional, and task- and situation-related conditions. Leaders' willingness to share influence is important, but meaningful participation also depends on employee competence and willingness, interpersonal trust, psychological safety, knowledge sharing, supportive organizational arrangements, and cultural acceptance of shared decision-making. Task complexity, time pressure, risk, and crisis conditions further shape the appropriate scope and timing of participation. Participatory leadership should therefore be understood as a multilevel and context-dependent practice rather than a fixed personal

style. Organizations seeking to strengthen it should develop both leaders and employees, establish clear consultation mechanisms, reduce unnecessary centralization, and create conditions in which constructive disagreement is accepted. The integrated framework developed in this review provides a basis for future research examining how direct antecedents and contextual conditions interact across sectors and cultural settings.

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