IMPACT OF LEADERSHIP STYLE ON JOB SATISFACTION AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR: THE MEDIATING ROLE OF MANAGEMENT CONTROL SYSTEMS

Abdel Monem Ghrairi *

* Institute of Higher Business Studies of Carthage, University of Carthage, Carthage Presidency, Tunisia
Contact details: Institute of Higher Business Studies of Carthage, University of Carthage, Rue Victor Hugo 2016, Carthage Presidency, Tunisia

OPEN ACCESS

Abstract

This research examines the impact of democratic leadership (DL) on job satisfaction (JS) and organizational citizenship behavior (OCB) in the Tunisian telecommunication sector. Results revealed that democratic leadership has a positive effect on job satisfaction and organizational citizenship behavior among the relevant employees. Also, democratic leadership positively affects management control systems in the relevant organizations. The proposed mediation of management control systems on the relationships between democratic leadership, job satisfaction, and organizational citizenship behavior also remained significant. The results remained supportive towards validating the role of democratic leadership in ensuring job satisfaction and organizational citizenship behavior through management control systems. Further, study implications and limitations are discussed accordingly.

Keywords: Democratic Leadership, Management Control Systems, Organizational Citizenship Behavior, Job Satisfaction, Tunisia

1. INTRODUCTION

The rapid evolution of the global economy, correlated with the advent of the internet, has greatly facilitated international communication. As a result, the business landscape has experienced profound changes, leading to increased competition in the market, intensifying with each passing year (Luftman et al., 2017). Business organizations have realized the need to offer high-quality products at competitive prices, utilize strategies tailored to their organization's unique needs, and remain flexible to current business trends and the swiftly changing environment to ensure the survival of their businesses. As a result, among many factors, leadership plays a key role in enabling organizations to overcome the challenges posed by the rapid growth of the economic environment (Van Wart & Suino, 2017). Leaders are accountable for handling and managing the operations of an organization. Skilled leaders set promising goals and objectives, lead the company toward those goals through effective strategies, and inspire and motivate employees. They foster a positive organizational culture and provide ample employee incentives like healthcare insurance, worker compensation, and leave benefits. Besides, prominent leaders' strategies include boosting employees' confidence, fostering creativity, and enhancing their cohesiveness. According to Chukwusa (2019), leaders are liable to use their expertise to guide their firms effectively and efficiently, particularly when faced with an uncertain future. Thus, there is a strong relationship between a certain leadership style and employee performance within an organization.

Leadership has a significant influence on employees' performance and overall organizational growth. This correlation is also highlighted by Dodge et al. (2017).

In this regard, Mangundjaya et al. (2015) argued that the leadership style employed directly affects employee performance, which, in turn, affects the ability of employees to achieve organizational goals and objectives. Here, Hilton et al. (2021) cited an example of a democratic leadership style that motivates employees by adopting several strategies to improve their productivity. Otieno (2022) also argued that democratic leadership encourages employee engagement, increases job satisfaction, and improves organizational performance. As a result, when democratic leaders involve employees in decision-making and value their input. This inclusion and empowerment create a sense of ownership and engagement among employees, leading to higher levels of job satisfaction. Employees' feeling valued, heard, and respected improves their satisfaction with their work and the organization. Besides, satisfied employees also exhibit higher levels of organizational citizenship behavior and coalition. Here, Luft (2016) added management control systems as another important feature, which include approaches, procedures, and feedback mechanisms by providing a framework for communication, coordination, and performance management. Democratic leadership style ensures effective management control systems support and reinforces transparency, fairness, and accountability. These systems provide policies and structures that enable democratic decision-making processes to occur efficiently. Democratic leaders also facilitate the recognition and reward of organizational citizenship behavior, reinforcing the positive impact of leadership on job satisfaction and fostering continued engagement in organizational citizenship behavior (Chen et al., 2020).

Thus, by considering leadership's role, importance, and impact on job satisfaction and organizational citizenship behavior, this study empirically investigated and validated the importance of democratic leadership in the Tunisian telecommunication sector. Besides, the management control systems are also proposed as an important factor in strengthening these impacts. By focusing on the role, importance, and influence of leadership, especially democratic leadership, the study empirically examines and validates its significance in this specific industry. Also, the research suggests that management control systems play a critical role in improving the effects of leadership on job satisfaction and organizational citizenship behavior, further adding to the role and significance of this research in the current literature. Altogether, the study contributes to a better insight into the dynamics between leadership, management control systems, and employee-related results in the Tunisian telecommunications sector.

Hence, this research addresses the following research questions.

RQ1: How does the democratic leadership style affect job satisfaction among employees in the Tunisian telecommunication sector?

RQ2: What is the effect of the democratic leadership style on organizational citizenship behavior among employees in the Tunisian telecommunication sector?

RQ3. How does the democratic leadership style affect management control systems among employees in the Tunisian telecommunication sector?

RQ4. How do management control systems affect the relationship between democratic leadership style and job satisfaction among employees in the Tunisian telecommunication sector?

RQ5: How do management control systems affect the relationship between democratic leadership style and job satisfaction among employees in the Tunisian telecommunication sector?

Tunisia has a booming telecommunications market with a high injunction for products and services. The penetration rates for fixed and mobile phones were at 146% in 2021 (Youssef, 2021), indicating widespread usage. With over 15.6 million mobile lines, Tunisia boasts one of Africa's highest mobile phone subscriber rates. Out of the approximately 9.8 million internet subscribers in 2021, a substantial majority (86%) accessed the internet through their smartphones, indicating 8.4 million subscribers. This trend was also observed in 2019, when there were about 10.3 million internet subscribers, with 87% (9 million) using smartphones for internet access. Tunisia provides foreign telecom service providers with whole market access and treats them equally with national providers. Foreign competition in the cellular market was introduced in the early 2000s, creating considerable business opportunities in the telecom sector (International Trade Administration, 2022). The future implementation of private networks, digitization of administration, cybersecurity, and smart cities further improves these opportunities. Four principal operators dominate the mobile services market in Tunisia (Ltifi, 2018). The largest among them is Ooredoo (Orascom Telecom Tunisia), which held a 42.7% market share in 2019. Tunisie Telecom, Orange Tunisie, and Lycamobile also have influential market shares of 30.5%, 25.1%, and 1.7%, respectively. The Ministry of Communication Technologies and Digital Transformation also declared a fifth-generation (5G) service launch by 2021 (Logistics Cluster, 2022). To prepare for this, the National Telecommunication Authority (INT) awarded a contract to an international consultancy firm to conduct a feasibility analysis on the social and economic impact of 5G technology. The study revealed implications considering the additional infrastructure investment required for 5G deployment. Today, Tunisia has made progress in devising high-speed mobile internet and high-capacity data transmission, creating promising conditions for the sale of U.S. technology. Chinese companies, including Huawei, actively participate in telecommunications tenders, while Siemens, Alcatel, and Ericsson are the central European competitors (Dahmani et al., 2022).

This research is formally divided into six sections. Section 1 highlights the introduction, study problem, aims, and gaps. Section 2 is based on an extensive review of theoretical and empirical literature that further helped to propose the study hypotheses and design the explanatory framework. Section 3 briefly discusses the most suitable methodological approaches used in this research. Section 4 contains data analysis and findings, while Section 5 discusses results. Section 6 provides conclusions, implications, and limitations.

2. LITERATURE REVIEW

2.1. Democratic leadership: Theory and conceptualization

Democratic leadership theory, also known as participative leadership, is a leadership style that underlines the involvement of team members in decision-making procedures (Dodge et al., 2017). It is based on the view that involving employees in decision-making leads to promising outcomes, increased employee satisfaction and association, and improved productivity (Nedelko & Potocan, 2021). A democratic leader promotes open communication, active participation, and cooperation among team members, seeking team input and ideas and assessing multiple perspectives before deciding. The democratic leader is a facilitator, guiding the decision-making process and assuring everyone's opinions are heard and valued (Choi, 2007). Notably, Democratic leadership theory, associated initially with government, has become relevant in different organizational contexts for effective management. It draws from the works of classical and neo-classical theorists, including Aristotle, Thomas Hobbes, Jean

Jacques Rousseau, James Madison, Edmund Burke, Plato, and John C. Calhoun. At the core, democracy stresses the value of human qualities and accepts the civic capacity of individuals, including thinking, intelligence, self-control, and conscience. It gives every person the right to contribute to an organization's decision-making processes. This right encourages free discussions and ongoing participation, obligating individuals to appreciate others, listen to their arguments, and consider their perspectives (Raelin, 2012). As a result, individuals contribute their opinions to address organizational and job-related issues. This active involvement can increase morale, resulting in more harmonized responses to necessary orders, as employees feel engaged in the organization's affairs (Barthold et al., 2022). Thus, the basic assumptions of the democratic leadership style are that all individuals are naturally intelligence, have strong thinking capabilities, and have a right to share their opinions. Gathering their opinions can help to improve the overall performance, boost their job satisfaction, and strengthen their relations with their respective organization. Figure 1 below shows the explanatory framework of current research.

Figure 1. Explanatory framework of current research
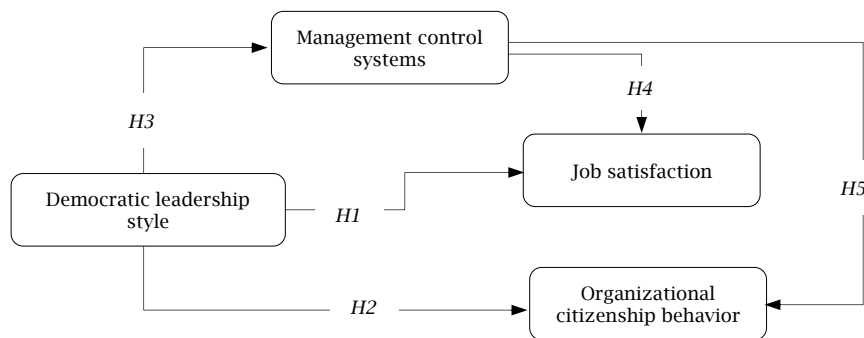
2.2. Democratic leadership style, job satisfaction, and organizational citizenship behavior

Job satisfaction plays a crucial role in improving personal efforts, communication skills, and employees' capabilities, ultimately contributing to the growth of an organization. Numerous factors can affect job satisfaction or dissatisfaction within organizations, and one critical factor is an appropriate leadership style (Mehrad & Fallahi, 2014). Consequently, Basit et al. (2018) consider that the democratic leadership style prioritizes employees and promotes strong relations within the group. Democratic leaders' operations are shared with group members, and the leader becomes integral to the team. (Chukwusa, 2019) agreed that democratic leadership encourages harmony and helpfulness and facilitates participation. A study by Rai et al. (2020) examined the impact of job satisfaction and the perceived democratic leadership style on employees' organizational commitment in Nepal's private banks. Data gathered using structured questionnaires revealed that employee job satisfaction and their perceptions of democratic leadership positively impacted their organizational commitment. It was well-witnessed how employees' perceptions of democratic leadership style and job

satisfaction influence their organizational commitment. In their study, Aljamal and Abd Wahid (2020) also examined the relationship between the democratic leadership style exhibited by faculty deans and job satisfaction among faculty members in Jordanian private universities. Data gathered from surveys indicated a positive relationship between the democratic leadership style and the job satisfaction of the faculty members.

Similarly, research on organizational citizenship behavior focusing on interpersonal relationships promotes the belief that a healthy dynamic between leaders and subordinates is important for organizational success and development (Asgari et al., 2020). A positive workplace relationship between leaders and employees fosters positive organizational citizenship behavior. When employees show high organizational citizenship behavior, they are more inclined to demonstrate commitment to organizational commitment and performance (Lie et al., 2022). To further validate these arguments, Terzi and Derin (2016) analyzed the relationship between the democratic leadership style of school principals and teachers' perception of organizational cynicism. Data were acquired from 268 participants teaching at high schools in the Balikesir district, Turkey. Results showed that

democratic leadership significantly indicates organizational cynicism and is negatively associated. Also, significant differences were found among seniority and gender groups regarding democratic leadership. It was further revealed that seniority groups showed discrepancies in all dimensions of organizational cynicism, while gender differences were observed in affective cynicism. Based on the cited literature, it is hypothesized that:

H1: Democratic leadership style has a positive effect on job satisfaction among employees in the Tunisian telecommunication sector.

H2: Democratic leadership style has a positive effect on organizational citizenship behavior among employees in the Tunisian telecommunication sector.

2.3. Democratic leadership style and enterprises control systems

The authority held by leadership allows them to establish organizational structures, determine strategic priorities, execute formal controls, set goals, ensure equal participation, and take punitive measures when necessary. However, the ability to direct and control subordinates is only one aspect of leadership. The behavior and characteristics of a leader also play a meaningful role in how they utilize controls to affect their workforce (Gong & Subramaniam, 2020). A study by Efferin and Hartono (2015) explored the cultural context of family businesses, their importance in shaping leadership and decision-making regarding management control systems, and the processes through which culture influences management control systems and their effects. The results revealed that leadership and management control systems in family businesses are deeply rooted in societal culture. A leader is not merely a creator but a manager of the organizational culture, as the broader societal culture influences them. The leader and their family and non-family members collectively contribute to building and reproducing a legitimate management control system, ensuring every member shares their opinion equally.

Consequently, based on shared family standards, cultural control becomes dominant to adopt, implement, and update management control systems as required. For Bruni and Biscaro (2024) democratic leaders are a motivating factor, a source of boosting the morale of other individuals. They adopt different tactics and ensure that these tactics work equally for everyone, as integrating and updating the management control systems involves an extensive decision-making and thinking process. Based on the cited literature, it is hypothesized that:

H3: Democratic leadership style has a positive effect on management control systems in the Tunisian telecommunication sector.

2.4. Enterprise control systems, job satisfaction, and organizational citizenship behavior

According to Kim et al. (2020), leadership is liable to ensure job satisfaction as a critical factor for modern organizations. It is a crucial focus for leadership strategies as it directly affects the efficiency and success of the organizations. Job satisfaction is a dynamic matter that needs ongoing research and examination by leaders for several reasons. A study by Wesslander (2021) investigated how different configurations of the management control systems were responsible for variations in job satisfaction across organizations in Sweden. The researcher conducted a case study involving Sankt Kors Fastighets AB and its subsidiary Dukaten as major organizations in Sweden. Results showed that a flat organizational structure, decentralized authority in the governance structure, extensive horizontal communication within the organization, and autonomy in work processes characterize the devolved management control system configuration observed in Sankt Kors. These characteristics align most closely with the management control package characteristics linked with higher levels of job satisfaction compared to the other configurations. The devolved management control package configuration is likely linked to higher levels of job satisfaction. Also, the characteristics of Sankt Kors' devolved management control system facilitated self-leadership, which was firmly highlighted as critical for job satisfaction in that organization.

Another study by Siverbo (2023) designed and empirically validated a model further ensuring the well-being of management-level employees in organizations. The positive effects of management controls on employees' well-being can be attributed to augmented role clarity. In contrast, adverse effects can be linked to an increased burden of governance. These factors, in turn, affect managers' self-determination. Data gathered from structured surveys showed the significance of role clarity and control burden in mediating the relationship between management controls and well-being among management-level employees. Besides, Sari et al. (2019) argued that leaders play an important role in achieving a company's vision and mission, as they are accountable for ensuring effectiveness, efficiency, compliance, and commitment among the employees. Hence, it becomes crucial to understand and manage leaders' behavior, role, and impact. In this context, management control systems are executed within companies as formal systems to fulfill this need. These systems fit the purpose of controlling various organizational activities and influencing employees' behavior. As a result, Testa et al. (2020) associate leadership with organizational citizenship behavior by improving the management control systems to improve governance and understanding of the employee's needs and job conformity. Thus, it is hypothesized that:

H4: Management control systems significantly mediate the effect of the democratic leadership style on job satisfaction among employees in the Tunisian telecommunication sector.

H5: Management control systems significantly mediate the effect of the democratic leadership style on organizational citizenship behavior among employees in the Tunisian telecommunication sector.

After reviewing the theoretical and empirical literature, this research is based on filling the two empirical gaps. First, leadership is addressed by several studies providing evidence regarding its role and importance. However, the focus mainly remained on other leadership styles, such as the transformational leadership style (Malik et al., 2017; Prabowo et al., 2018), particularly in Tunisia (Boukamcha, 2019; Dartey-Baah, 2016). However, no study has investigated the effect of democratic leadership in the Tunisian telecommunication sector. Further, existing literature has scrutinized different aspects of leadership with several other

factors, i.e., rewards, organizational policies, and workplace environment (Lythreatis et al., 2019; Morched & Jarboui, 2020) yet highlighting the effect of the management control system in Tunisian organizations is underrepresented. Based on these premises, this research aimed to fill two empirical gaps by investigating these factors in the telecommunication sector.

3. RESEARCH METHODOLOGY

3.1. Study design

As this research is based on examining the impacts of leadership, particularly democratic leadership, on job satisfaction and organizational citizenship behavior among employees of the telecommunication sector, the quantitative design was employed. A structured questionnaire was used for the data gathering, and its reliability and validity were statistically scrutinized. The data were gathered by sending questionnaires to the employees of the telecommunication sector through online platforms, including emails. The respondents were selected from the database provided by the Ministry of Telecommunication Tunisia (Tahseen Consulting, n.d.). The relevant database contains information on currently operating telecommunication organizations countrywide, along with license numbers, employees' profiles, and other information. The respondents provided informed consent; besides, they were also ensured that their data would be kept confidential, and their participation was voluntary. The data were gathered from May 6th, 2023 to June 13th, 2023. Once the data was gathered, the researchers evaluated and coded data for analysis purposes. This study applied both descriptive statistics and partial least square-structural equation modelling (PLS-SEM) for data analysis.

3.2. Sampling procedures

The population of current research involves employees currently working in both private and public sector telecommunication organizations in Tunisia. The researcher further employed a stratified sample and selected individuals from Tunisie Telecom as the major public sector organization. Recent data indicates that currently, there are 6,450 employees in Tunisie Telecom (Zoominfo, n.d.). Further, the sample size was determined by employing Krejci and Morgan's sample size calculation formula (Krejcie & Morgan, 1970). Based on the relevant formula, a sample size of 361 individuals was considered ideal for current research. Once the data were gathered during the selected period, the researcher carefully evaluated all the responses and found 23 questionnaires wrongly filled or unanswered by the respondents. Thus, the final response rate was 93.6%, which was substantially higher than the minimum threshold rate of 60% (Deutskens et al., 2004). Thus, the sample characteristics were later calculated by using descriptive statistics. It was found that most of the respondents, 75.7%, were males while 24.3% were females (M = 1.905, SD = 0.293). Concerning the age groups, 37.0% were 41–50 years old, 30.8% were 51 years old or above, 27.2% were 31–40 years old, and 5.0% were 21–30 years of age (M = 2.93, SD = 0.882). Finally, 21.0% of respondents had less than one year of work experience, 68.9% had 2–5 years of work experience, and 10.1% had 6–10 years of work experience (M = 1.411, SD = 0.666).

3.3. Measures

The study questionnaire was designed by adopting items and scales from the preexisting research on the relevant subject. Each construct was further followed by questionnaire items designed by using a five-point Likert scale. Following are the details of each construct, measurement items, and their sources.

Democratic leadership (LED): The construct of "*Democratic leadership*" was measured by adopting items and scales from the study by (Rosing et al., 2022). A total of five items were selected, and their reliability analysis revealed a Cronbach's alpha value of 0.799 and a composite reliability value of 0.869 (> 0.7). Table 1 indicates the measurement items of democratic leadership.

Table 1. Measurement items and sources regarding democratic leadership

S/R	Items	Sources
1.	I trust in leaders' problem-solving abilities.	
2.	I trust a leader's ability to appreciate the climate of opinion.	
3.	I trust leader's participative decision-making policies.	Rosing et al. (2022)
4.	I trust the leader's flexible behavior towards the workforce.	
5.	I trust leader's approaches to showing concern and paying equal attention to all.	

Job satisfaction (JSS): The construct "*Job satisfaction*" was measured by adopting items and scales from the study (Smolarek & Sułkowski, 2020). A total of five items were selected, and their reliability analysis revealed a Cronbach's alpha value of 0.842 and a composite reliability value of 0.893 (> 0.7). Table 2 indicates the measurement items of job satisfaction.

Table 2. Measurement items and sources regarding job satisfaction

S/R	Items	Sources
1.	Satisfaction with the communication practices and opportunities.	
2.	Satisfaction with the incentives and rewards.	
3.	Satisfaction with the remuneration previously received.	Smolarek and Sułkowski (2020)
4.	Satisfaction with the work record evaluation and score systems.	
5.	The feeling of job stability and individual importance.	

Organizational citizenship behavior (OCB). The construct "*Organizational citizenship behavior*" was measured by adopting items and scales from the study by Pond et al. (2006). A total of five items were selected, and their reliability analysis revealed a Cronbach's alpha value of 0.789 and a composite reliability value of 0.850 (> 0.7). Table 3 indicates the measurement items of organizational citizenship behavior.

Table 3. Measurement items and sources regarding organizational citizenship behavior

S/R	Items	Sources
1.	Assist the leader with their work.	
2.	Volunteer for the tasks that need more effort.	
3.	Help colleagues have a workload.	Pond et al. (2006)
4.	Attend task completion above the norms.	
5.	Attend events to improve the organization's image.	

Management control systems (MCS): Finally, the construct of "*Management control systems*" was measured by adopting items and scales from the study by Walter et al. (2021). A total of six items were selected, and their reliability analysis revealed a Cronbach's alpha value of 0.787 and a composite reliability value of 0.865 (> 0.7). Table 4 indicates the measurement items of management control systems.

Table 4. Measurement items and sources regarding management control systems

S/R	Items	Sources
1.	The leader specified the activities and tasks which the time must follow.	
2.	The leader specified clear and transparent goals for each employee.	
3.	The common vision of organizational excellence is reflected in the leader's strategies.	Walter et al. (2021)
4.	The leader specified concrete goals that are specific to the employees.	
5.	The leader acts if the job needs to be done correctly.	
6.	The leader has control over the ways tasks are to be done.	

4. ANALYSIS AND RESULTS

As this research adopted measurement items from different sources, the analysis was initiated with factor analysis to examine the internal consistency between the primary constructs (Carlson & Herdman, 2010). For this purpose, the confirmatory factor analysis (CFA), including factor loads and average variance extracted (AVE), was determined. Table 5 summarizes the findings of the confirmatory factor analysis. It was found that all the factor loads are higher than the cutoff value of 0.5 (ranging from 0.594 to 0.885). Also, the average variance extracted values remained higher than the minimum cutoff value of 0.5, indicating that research measures are internally consistent and have convergent validity.

Table 5. Analysis of convergent validity

Construct	Items	CFA	AVE
Democratic leadership	LED1	0.775	0.625
	LED2	0.804	
	LED3	0.713	
	LED4	0.711	
	LED5	0.594	
	JSS1	0.805	
Job satisfaction	JSS2	0.706	0.675
	JSS3	0.685	
	JSS4	0.720	
	JSS5	0.778	
	OCB1	0.762	
Organizational citizenship behavior	OCB2	0.684	0.587
	OCB3	0.819	
	OCB4	0.816	
	OCB5	0.705	
	MCS1	0.753	
Management control systems	MCS2	0.827	0.761
	MCS3	0.802	
	MCS4	0.885	
	MCS5	0.708	
	MCS6	0.645	

Note: LED is Democratic leadership, JSS is Job satisfaction, OCB is Organizational citizenship behavior, and MCS is Management control systems.

After analyzing the internal consistency and discriminant validity among the research, measures were examined. For this purpose, two criterion-based approach was utilized (Cheung & Wang, 2017). First, applying the Fornel-Larcker criterion showed no correlation between the constructs, as also visible in Table 6. Despite the correlation value between each construct is higher, they are uncorrelated, having no similarity between them. Further, the Hetreotrait-Monotrait ratio was determined. It was found that all the HTMT values in Table 6 are below 0.85 as the minimum threshold value. Thus, the analysis indicated that all the measures are substantially uncorrelated and discriminant validity does exist between them.

Table 6. Analysis of discriminant validity

Construct	OCB	JSS	LED	MCS	Construct	OCB	JSS	LED	MCS
OCB	0.766				OCB				
JSS	0.677	0.822			JSS	0.339			
LED	0.535	0.442	0.791		LED	0.580	0.496		
MCS	0.501	0.476	0.414	0.873	MCS	0.589	0.615	0.558	

According to Asthana (2018), multicollinearity between the predictor variables is a common yet considerable phenomenon in regression-based studies. However, the presence of multicollinearity is considered unfavorable in regression and should be determined as an important phenomenon. Thus, multicollinearity was also determined in the current research by conducting the variance inflation factor (VIF) analysis (Liao & Valliant, 2012) through the SPSS. Table 7 represents the results of the VIF analysis, indicating that VIF values are lower than the minimum cutoff value of 3.0 with a significance value of 0.000. Thus, it is assumed that multicollinearity is under control in the current research.

Table 7. Variance inflation factor analysis

Construct	VIF	Sign.
LED -> JSS	1.207	0.000
LED -> OCB	1.207	0.000
LED -> MCS	1.000	0.000

Note: VIF cutoff value < 3.0.

Coefficients of determination R^2 or R-squared analysis was also conducted to determine the variance caused by the predictor variable among the dependent variables (Westland, 2015). In other words, the relevant analysis helps to examine the predictive power of independent variable(s) in a study. Thus, 38.0% variance was found in the *Organizational citizenship behavior (OCB)*, 37.2% in the *Management control systems (MCS)*, and 29.9% variance was found in the *Job satisfaction (JSS)*. Overall, a moderate predictive power of the independent variable was found. Table 8 indicates the results of the R-squared analysis.

Table 8. Coefficients of determination R^2

Construct	R^2	Strength
OCB	0.380	Moderate
JSS	0.299	Moderate
MCS	0.372	Moderate

Table 9 and Figure 1 show the results of hypotheses testing, mainly path analysis by using the Smart-PLS. The relevant process was based on two stages, in which first, the direct relationships between the constructs were examined, and then the mediation analysis was conducted. Thus, it is found that *Democratic leadership (LED)* has a positive effect on *JSS* ($\beta = 0.267$, t-value = 2.077) with a significance level of p < 0.038. The effect of *LED* on *OCB* is also positive ($\beta = 0.396$, t-value = 3.588) with a significance level of p < 0.000. Finally, the proposed direct effect of *LED* on *MCS* was also positive ($\beta = 0.551$, t-value = 2.077) and significance level at p < 0.000.

Similarly, the second stage was mediation analysis based on examining the proposed indirect effects of *MCS* on *JSS* and *OCB*. It was found that the mediating effect of *Management control systems* on the relationship between *LED* and *JSS* is positive ($\beta = 0.243$, t-value = 2.734), and the significance value is p < 0.006. Besides, the mediating effect of *MCS* on the relationship between *LED* and *OCB* is also positive ($\beta = 0.273$, t-value = 2.731), and the significance value is p < 0.006. As noted by Obinozie (2016), management control systems encompass a range of instruments and systems to align the actions and choices of employees with the overall objectives and strategies of a company. These systems are crucial in assisting in developing strategies, selecting the necessary operational steps to implement those strategies, defining shared expectations, prioritizing operational enhancements, and specifying targets that guide present and future performance levels. Thus, management control systems empower leaders to achieve influential strategic goals effectively and are considered an important consideration for organizational leaders and stakeholders. Therefore, the results remained supportive of all the proposed hypotheses, indicating that the structural model is validated.

Table 9. Hypotheses testing-path analysis

Relationships	Path	Mean	SD	t-statistics	P	95% confidence interval	
						Upper	Lower
LED -> JSS	0.267	0.259	0.128	2.077	0.038	-0.001	0.492
LED -> OCB	0.396	0.394	0.110	3.588	0.000	0.16	0.596
LED -> MCS	0.551	0.552	0.086	6.392	0.000	0.377	0.717
Relationships	**Path**	**Mean**	**SD**	**t-statistics**	**P**	**Upper**	**Lower**
MCS -> JSS	0.243	0.485	0.095	2.734	0.006	0.216	0.678
MCS -> OCS	0.271	0.436	0.086	2.731	0.006	0.248	0.738

Note: LED is Democratic leadership, JSS is Job satisfaction, OCB is Organizational citizenship behavior, and MCS is Management control systems.

5. DISCUSSION

Modern leadership approaches have increased recognition due to the beneficial association between organizational policies and working styles. The democratic leadership style emphasizes the involvement of both the employees and the leader in developing policies that act as guidelines for the organization's operations (Dodge et al., 2017). A democratic leader gains power and authority from their followers (Raelin, 2012). Current research on the democratic leadership style has also demonstrated that democratic leadership fosters higher productivity among group members, mainly

due to their positive work attitude. Talking particularly about the gathered data, the study respondents generally indicated strong agreement towards the importance of democratic leadership, its role, and its impacts. Tables 10 and 11 summarize the descriptive of gathered responses. As a result, Khan et al. (2013) argued that leadership is the basic factor accelerating the design and implementation of management control systems to foster better performance in different ways. According to Dipboye (2018), leadership plays a critical role in the success and effectiveness of organizational management control systems. According to the study respondents, they are satisfied with the communication practices, opportunities, incentives, and rewards provided by their leader. They also agreed that they are satisfied with the remuneration previously received and the work record elevations, leading to a feeling of job stability and individual importance among them. These results are consistent with the argumentation by Vincent and Baptiste (2021). As noted, researchers have recognized the importance of democratic leadership and underlined how embracing this leadership style can positively affect organizational performance and employee satisfaction. Basit et al. (2018) also stressed that the democratic leadership style holds the greatest influence in fostering job satisfaction.

Table 10. Descriptives of democratic leadership and job satisfaction

Items	R	M	SD	VAR
Predictor: Democratic leadership				
Problem-solving abilities	4.00	3.92	1.070	1.145
Ability to appreciate the climate of opinion.	4.00	3.66	0.906	0.823
Participative decision-making policies.	3.00	3.93	0.901	0.812
Flexible behavior towards the workforce.	4.00	4.21	0.893	0.799
Approaches to show concern and pay equal attention to all.	3.00	4.06	0.800	0.640
Job satisfaction				
Satisfaction with the communication practices and opportunities.	4.00	3.47	1.196	1.431
Satisfaction with the incentives and rewards.	4.00	3.55	1.060	1.126
Satisfaction with the remuneration previously received.	4.00	3.8	0.999	0.999
Satisfaction with the work record evaluation and score systems.	4.00	3.71	1.014	1.030
The feeling of job stability and individual importance.	4.00	3.58	1.067	1.140

The study respondents also agreed that they assist the leaders with their work and volunteer for the tasks that need more effort. They also help their colleagues when there is a workload and attend to task completion as it is above the norm. Besides, the respondents agreed that they attend events to improve the organization's image. As noted by Pond et al. (2006), organizational stakeholders are gaining a greater understanding of the significance of considering employee performance and commitment in explaining and predicting organizational citizenship behavior. Extending evidence shows that employees are likelier to engage in citizenship behavior when they perceive it as a responsibility inherent to them rather than as something discretionary or optional. Finally, the study respondents also shared their agreement with the leaders' conduct towards the management control system. According to the respondents, the leader has specified the activities and tasks that the time must follow, and they have also specified clear and transparent goals for each employee. The respondents also agreed that the vision of organizational excellence is reflected in the leader's strategies as they have specified concrete goals that are specific for the employees. Besides, respondents agreed with the fact that the leader instantly acts if the job is incorrectly done and has control over the ways tasks are to be done. These results are consistent with the study by Jansen (2008), as they also found a relationship between management accounting, control systems, and leadership style. Leadership has gained strategic significance as it impacts the leaders' ability to acquire the institution's vision and mission. Specifically, democratic leadership influences the implementation of organizational strategies and management control systems to allocate and manage resources best (Choi, 2007).

Table 11. Descriptives of organizational citizenship behavior and management control systems

Items	R	M	SD	VAR
Organizational citizenship behavior				
Assist the leader with their work.	4.00	3.69	1.11	1.252
Volunteer for the tasks that need more effort.	4.00	3.65	0.938	0.882
Help colleagues have a workload.	4.00	3.84	1.12	1.255
Attending task completion is above the norms.	4.00	3.64	0.986	0.973
Attend events to improve the organization's image.	4.00	4.26	1.05	1.114
Management control systems				
Specify the activities and tasks that the time must follow.	4.00	4.00	0.94036	0.884
Specified clear and transparent goals for each employee.	4.00	3.91	0.964	0.931
The vision of organizational excellence is reflected in the leader's strategies.	4.00	3.59	1.15	1.339
Specify concrete goals that are specific to the employees.	4.00	3.81	0.991	0.983
Acts if the job is incorrectly done.	4.00	3.58	1.07	1.152
Control over the ways tasks are to be done.	4.00	3.96	0.905	0.820

5.1. Overview of results

The research findings highlight the importance of democratic leadership within the Tunisian telecommunications sector. The study indicates a positive effect of democratic leadership style on both job satisfaction and organizational citizenship behavior among employees. This indicates that in this relevant industry, a leadership approach characterized by inclusivity and employee participation positively affects their overall satisfaction with their jobs and their readiness to engage in behaviors that go beyond their decorous role requirements. Also, the analysis of the mediating role of management control systems in the relationship between democratic leadership style and employee results is noteworthy (Gong & Subramaniam, 2020). The results show that management control systems play a significant mediating role in deciphering the effects of democratic leadership style into discernible results. Particularly, the study finds that management control systems mediate the relationship between democratic leadership style and both job satisfaction and organizational citizenship behavior. Therefore, the research provides empirical evidence supporting the positive effects of the democratic leadership style on job satisfaction and organizational citizenship behavior within the Tunisian telecommunications sector. Further, the study emphasizes the intermediary role of management control systems, emphasizing their role in channeling the impact of leadership style on employee-related results. These insights contribute to a better acquaintance of the dynamics between leadership, management control systems, and employee behaviors in the Tunisian telecommunications industry.

5.2. Research contribution

This research contributes to the existing body of knowledge on democratic leadership by examining its effects on job satisfaction and organizational citizenship behavior. Incorporating the mediation effect of management control systems improves our understanding of the underlying factors through which democratic leadership affects employee performance in the telecommunications sector in Tunisia. Besides, this research sheds light on the importance of management control systems as a potential mediator between democratic leadership and outcomes related to workforce response. It emphasizes the importance of implementing effective management control systems to align employee behaviors and decisions with corporate goals and strategies, improving job satisfaction and promoting organizational citizenship behavior. Another contribution is establishing the applicability and relevance of democratic leadership theory, job satisfaction, organizational citizenship behavior, and management control systems in the Tunisian telecommunications sector. It provides perspicuity into employees' opinions in the telecommunication sector and how democratic leadership and management control systems can contribute to their satisfaction and engagement.

Similarly, the results of this research have practical implications for organizations operating in the telecommunications sector in Tunisia. It is suggested that fostering a democratic leadership style and executing effective management control systems can positively affect employee job satisfaction and promote organizational citizenship behavior. Organizations can use these acuities to shape their leadership practices and optimize the design and implementation of management control systems to improve employee well-being and organizational performance. Finally, while this research focused on the telecommunications sector in Tunisia, the theoretical implications can be expanded to other industries and geographical contexts. Linking democratic leadership, management control systems, job satisfaction, and organizational citizenship behavior can be a foundation for further research in various sectors and regions, providing useful insights into effective leadership and control systems across multifarious organizational settings.

6. CONCLUSION

This research highlighted the importance of democratic leadership in the telecommunication sector of Tunisia. It underscored the significance of the relevant leadership style in promoting positive outcomes for employees and organizations. Democratic leadership is critical in today's fast-paced and dynamic work environments. Leaders foster teams' collective intelligence and creativity and make employees feel valued and empowered by involving them in decision-making. This participative strategy can lead to higher levels of job satisfaction as employees feel a sense of privilege and purpose in their work. Besides, democratic leaders encourage a culture of organizational citizenship behavior. When employees consider their leaders democratic, they exhibit behaviors that benefit the organization, even if they are not explicitly required. The results also indicated organizational citizenship behavior, such as going above and beyond their job responsibilities, assisting colleagues, and actively contributing to the organization's goals. These behaviors create a positive work environment, foster collaboration, and improve team performance. Besides, effective management control systems provide precise guidelines, feedback mechanisms, and accountability measures that align employee efforts with organizational objectives. These systems help leaders to effectively implement their democratic approach and ensure that decisions are made transparently and coordinated. Thus, it is concluded that democratic leadership is important for job satisfaction, organizational citizenship behavior, and overall organizational success in the telecommunication sector of Tunisia. By embracing this leadership style and creating a culture of participation and empowerment, organizations can enjoy the full potential of their employees, promote a positive work environment, and attain sustainable growth in a highly competitive industry.

This research has some fundamental limitations and recommendations for future researchers. First, this study is conducted in Tunisia,

which questions the geographical generalizability of results. Future researchers can conduct similar studies in other countries and regions to further examine democratic leadership and its effects on different aspects and gain in-depth insights. Second, this study involves job satisfaction and organizational citizenship behavior affected by democratic leadership. However, there can be other factors, i.e., turnover intention, motivation, and others, that can be affected by democratic leadership. Future studies can also examine the effect of democratic leadership on these different factors to delimit this scope. Finally, the third limitation involves focusing only on the telecommunications sector. In comparison, there are other sectors, i.e., banking, petroleum industries, non-governmental organizations, and others, where investigating the effects of democratic leadership can bring fruitful insights. Future researchers can also focus on another sector to delimit this concern and address the relevant phenomenon in a diverse range of organizations in Tunisia.

REFERENCES

1. Aljamal, H. Y., & Abd Wahid, N. (2020). The relationship of the democratic leadership style with the job satisfaction of faculty members in private universities in Jordan. *International Journal of Academic Research in Business and Social Sciences, 10*(6), 696–705. https://doi.org/10.6007/IJARBSS/v10-i6/7356
2. Asgari, A., Mezginejad, S., & Taherpour, F. (2020). El papel de los estilos de liderazgo en el comportamiento de ciudadanía organizacional. el apoyo organizacional percibido y la satisfacción laboral como mediadores [The role of leadership styles in organizational citizenship behavior through the mediation of perceived organizational support and job satisfaction]. *Innovar, 30*(75), 87–97. https://doi.org/10.15446/innovar.v30n75.83259
3. Asthana, A. (2018). *Multicollinearity* [PowerPoint presentation]. Lucknow University. https://udrc.lkouniv.ac.in/Content/DepartmentContent/SM_014d39c2-71e8-4b12-95c5-e41672274f42_38.pdf
4. Barthold, C., Checchi, M., Imas, M., & Smolović Jones, O. (2022). Dissensual leadership: Rethinking democratic leadership with Jacques Rancière. *Organization, 29*(4), 673–691. https://doi.org/10.1177/1350508420961529
5. Basit, A., Sebastian, V., & Hassan, Z. (2018). Impact of leadership style on employee performance (a case study on a private organization in Malaysia). *International Journal of Accounting & Business Management, 5*(2), 112–130. https://shorturl.at/bewKQ
6. Boukamcha, F. (2019). The effect of transformational leadership on corporate entrepreneurship in Tunisian SMEs. *Leadership & Organization Development Journal, 40*(3), 286–304. https://doi.org/10.1108/LODJ-07-2018-0262
7. Bruni, E., & Biscaro, C. (2024). Ensuring validity and reliability in empirical studies on metaphor in organizations. In A. Örtenblad (Ed.), *The Oxford handbook of metaphor in organization studies* (pp. 300–313). https://doi.org/10.1093/oxfordhb/9780192895707.013.18
8. Carlson, K. D., & Herdman, A. O. (2010). Understanding the impact of convergent validity on research results. *Organizational Research Methods, 15*(1), 17–32. https://doi.org/10.1177/1094428110392383
9. Chen, C. X., Lill, J. B., & Vance, T. W. (2020). Management control system design and employees' autonomous motivation. *Journal of Management Accounting Research, 32*(3), 71–91. https://doi.org/10.2308/jmar-17-068
10. Cheung, G. W., & Wang, C. (2017). Current approaches for assessing convergent and discriminant validity with SEM: Issues and solutions. *Academy of Management Proceedings, 2017*(1), Article 12706. https://doi.org/10.5465/AMBPP.2017.12706abstract
11. Choi, S. (2007). Democratic leadership: The lessons of exemplary models for democratic governance. *International Journal of Leadership Studies, 2*(3), 243–262. https://www.regent.edu/wp-content/uploads/2020/12/Choi_Vol2Iss3.pdf
12. Chukwusa, J. (2019). Perceived democratic leadership style of university librarians and library staff work attitude. *Library Philosophy and Practice*, Article 2446. https://core.ac.uk/download/pdf/220153743.pdf
13. Dahmani, M., Mabrouki, M., & Ben Youssef, A. (2022). ICT, trade openness and economic growth in Tunisia: What is going wrong? *Economic Change and Restructuring, 55*(4), 2317–2336. https://doi.org/10.1007/s10644-022-09388-2
14. Dartey-Baah, K. (2016). Goal integration through transformational leadership: A panacea to Ghana's public sector corruption menace. *Journal of Global Responsibility, 7*(1), 4–25. https://doi.org/10.1108/JGR-09-2015-0019
15. Deutskens, E., de Ruyter, K., Wetzels, M., & Oosterveld, P. (2004). Response rate and response quality of internet-based surveys: An experimental study. *Marketing Letters, 15*, 21–36. https://doi.org/10.1023/B:MARK.0000021968.86465.00
16. Dipboye, R. L. (2018). Leader emergence and effectiveness in organizations. In *The Emerald review of industrial and organizational psychology* (pp. 441–493). Emerald Publishing Limited. https://doi.org/10.1108/978-1-78743-785-220181012
17. Dodge, R., Dwyer, J., Witzeman, S., Neylon, S., & Taylor, S. (2017). The role of leadership in innovation. *Research-Technology Management, 60*(3), 22–29. https://doi.org/10.1080/08956308.2017.1301000
18. Efferin, S., & Hartono, M. S. (2015). Management control and leadership styles in family business. *Journal of Accounting & Organizational Change, 11*(1), 130–159. https://doi.org/10.1108/JAOC-08-2012-0074
19. Gong, M. Z., & Subramaniam, N. (2020). Principal leadership style and school performance: Mediating roles of risk management culture and management control systems use in Australian schools. *Accounting & Finance, 60*(3), 2427–2466. https://doi.org/10.1111/acfi.12416
20. Hilton, S. K., Arkorful, H., & Martins, A. (2021). Democratic leadership and organizational performance: The moderating effect of contingent reward. *Management Research Review, 44*(7), 1042–1058. https://doi.org/10.1108/MRR-04-2020-0237
21. International Trade Administration. (2022, July 30). *Tunisia: Telecommunications equipment & services.* https://www.trade.gov/country-commercial-guides/tunisia-telecommunications-equipment-services
22. Jansen, E. P. (2008). *Changes in Leadership style, management control and management accounting* (AAA 2009 Management Accounting Section (MAS) Meeting Paper). https://doi.org/10.2139/ssrn.1187573

23. Khan, N. R., Ghouri, A. M., & Awang, M. (2013). Leadership Styles and organizational citizenship behavior in small and medium scale firms. *Journal of Arts, Science & Commerce, 4*(2), 153–163. https://ssrn.com/abstract=2768148

24. Kim, W. G., McGinley, S., Choi, H.-M., & Agmapisarn, C. (2020). Hotels' environmental leadership and employees' organizational citizenship behavior. *International Journal of Hospitality Management, 87*, Article 102375. https://doi.org/10.1016/j.ijhm.2019.102375

25. Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement, 30*(3), 607–610. https://doi.org/10.1177/001316447003000308

26. Liao, D., & Valliant, R. (2012). Variance inflation factors in the analysis of complex survey data. *Survey Methodology, 38*(1), 53–62. https://www150.statcan.gc.ca/n1/en/pub/12-001-x/2012001/article/11685-eng.pdf?st=x002vZM-

27. Lie, D., Butarbutar, M., Marbun, A. K. T., Sofian, & Motondang, S. A. (2022). The effect of leadership style and organizational citizenship behavior on teacher performance. *European Journal of Training and Development Studies, 9*(3), 39–45. https://www.eajournals.org/wp-content/uploads/The-Effect-of-Leadership-Style.pdf

28. Logistics Cluster. (2022). *3.4. Tunisia telecommunications.* https://dlca.logcluster.org/34-tunisia-telecommunications

29. Ltifi, M. (2018). Electronic services co-creation experience: Telecommunications sector in Tunisia as an example. *Journal of Global Marketing, 31*(3), 210–223. https://doi.org/10.1080/08911762.2017.1362493

30. Luft, J. (2016). Cooperation and competition among employees: Experimental evidence on the role of management control systems. *Management Accounting Research, 31*, 75–85. https://doi.org/10.1016/j.mar.2016.02.006

31. Luftman, J., Lyytinen, K., & Zvi, T. B. (2017). Enhancing the measurement of information technology (IT) business alignment and its influence on company performance. *Journal of Information Technology, 32*(1), 26–46. https://doi.org/10.1057/jit.2015.23

32. Lythreatis, S., Mostafa, A. M. S., & Wang, X. (2019). Participative leadership and organizational identification in SMEs in the MENA region: Testing the roles of CSR perceptions and pride in membership. *Journal of Business Ethics, 156*(3), 635–650. https://doi.org/10.1007/s10551-017-3557-8

33. Malik, W. U., Javed, M., & Hassan, S. T. (2017). Influence of transformational leadership components on job satisfaction and organizational commitment. *Pakistan Journal of Commerce and Social Sciences (PJCSS), 11*(1), 147–166. https://www.econstor.eu/bitstream/10419/188286/1/pjcss363.pdf

34. Mangundjaya, W. L. H., Utoyo, D. B., & Wulandari, P. (2015). The role of leadership and employee's condition on reaction to organizational change. *Procedia — Social and Behavioral Sciences, 172*, 471–478. https://doi.org/10.1016/j.sbspro.2015.01.385

35. Mehrad, A., & Fallahi, B. (2014). El papel de los estilos de liderazgo en la satisfacción laboral del personal de organizaciones de educación pública [The role of leadership styles on staff's job satisfaction in public organizations]. *Acta Universitaria, 24*(5), 27–32. https://doi.org/10.15174/au.2014.597

36. Morched, S., & Jarboui, A. (2020). Is business performance linked to organizational culture? A study from Tunisian SMEs through subjective measures. *Qualitative Research in Financial Markets, 13*(1), 59–81. https://doi.org/10.1108/QRFM-01-2020-0005

37. Nedelko, Z., & Potocan, V. (2021). Sustainability of organizations: The contribution of personal values to democratic leadership behavior focused on the sustainability of organizations. *Sustainability, 13*(8), Article 4207. https://doi.org/10.3390/su13084207

38. Obinozie, R. O. (2016). *Effects of management control systems and strategy on performance of minority-owned businesses* [PhD dissertation, Walden University]. Walden University. https://scholarworks.waldenu.edu/cgi/viewcontent.cgi?referer=&httpsredir=1&article=3110&context=dissertations

39. Otieno, M. A. (2022). *The Influence of leadership styles on the performance of NGOs in the health sector in Nairobi County, Kenya* [Master's thesis, Strathmore University]. Strathmore University. http://hdl.handle.net/11071/13162

40. Pond, S. B., III, Nacoste, R. W., Mohr, M. F., & Rodriguez, C. M. (2006). The measurement of organizational citizenship behavior: Are we assuming too much? *Journal of Applied Social Psychology, 27*(17), 1527–1544. https://doi.org/10.1111/j.1559-1816.1997.tb01611.x

41. Prabowo, T. S., Noermijati, N., & Irawanto, D. W. (2018). The influence of transformational leadership and work motivation on employee performance mediated by job satisfaction. *Jurnal Aplikasi Manajemen, 16*(1), Article 1. https://doi.org/10.21776/ub.jam.2018.016.01.20

42. Raelin, J. A. (2012). Dialogue and deliberation as expressions of democratic leadership in participatory organizational change. *Journal of Organizational Change Management, 25*(1), 7–23. https://doi.org/10.1108/09534811211199574

43. Rai, A., Budhathoki, P. B., & Rai, C. K. (2020). Linkage between job satisfaction, democratic leadership style and the organizational commitment of employees of privates of bank in Nepal. *Researcher: A Research Journal of Culture and Society, 4*(1), 97–111. https://doi.org/10.3126/researcher.v4i1.33814

44. Rosing, F., Boer, D., & Buengeler, C. (2022). When timing is key: How autocratic and democratic leadership relate to follower trust in emergency contexts. *Frontiers in Psychology, 13.* https://doi.org/10.3389/fpsyg.2022.904605

45. Sari, R. N., Zenita, R., Pratadina, A., & Omar, N. (2019). Management control system and its effect on organizational citizenship behaviour and turnover intention. *Polish Journal of Management Studies, 19*(2), 343–352. https://doi.org/10.17512/pjms.2019.19.2.29

46. Siverbo, S. (2023). The impact of management controls on public managers' well-being. *Financial Accountability & Management, 39*(1), 60–80. https://doi.org/10.1111/faam.12290

47. Smolarek, M., & Sułkowski, Ł. (2020). Job satisfaction among SMEs employees in fibres & textiles of the CEE countries. *Economics & Sociology, 13*(2), 181–209. https://doi.org/10.14254/2071-789X.2020/13-2/13

48. Tahseen Consulting. (n.d.). *Technology policy hub: Tunisia.* https://tahseen.ae/tech-policy/tunisia/

49. Terzi, A. R., & Derin, R. (2016). Relation between democratic leadership and organizational cynicism. *Journal of Education and Learning, 5*(3), Article 193. https://doi.org/10.5539/jel.v5n3p193

50. Testa, F., Todaro, N., Gusmerotti, N. M., & Frey, M. (2020). Embedding corporate sustainability: An empirical analysis of the antecedents of organization citizenship behavior. *Corporate Social Responsibility and Environmental Management, 27*(3), 1198–1212. https://doi.org/10.1002/csr.1875

51. Van Wart, M., & Suino, P. (2017). *Leadership in public organizations: An introduction.* Taylor & Francis. https://doi.org/10.4324/9781315268699

52. Vincent, J., & Baptiste, M. (2021). The impact of a democratic leadership style on employee satisfaction, customer satisfaction, and customer loyalty at a midsized nonprofit sport and recreation center. *Global Sport Business Journal, 9*(1), 79–101. http://www.gsbassn.com/Journal/Vol9-1/GSBJ-Vol9-Iss1-Baptisti-pp79-101.pdf

53. Walter, J., Kreutzer, M., & Kreutzer, K. (2021). Setting the tone for the team: A multi-level analysis of managerial control, peer control, and their consequences for job satisfaction and team performance. *Journal of Management Studies, 58*(3), 849–878. https://doi.org/10.1111/joms.12622

54. Wesslander, N. (2021). *The management control package and its effect on job satisfaction: A case study a Sankt Kors Fastighets AB.* [Master thesis, Linköping University]. Linköping University. https://www.diva-portal.org/smash/get/diva2:1650048/FULLTEXT01.pdf

55. Westland, J. C. (Ed.). (2015). An introduction to structural equation models. In *Structural equation models: From paths to networks* (pp. 1–8). Springer International Publishing. https://doi.org/10.1007/978-3-319-16507-3_1

56. Youssef, A. B. (2021). *Digital transformation in Tunisia: Under which conditions could the digital economy benefit everyone?* (Working Paper No. 1512). Economic Research Forum. https://erf.org.eg/app/uploads /2021/11/1637495187_570_734598_1512.pdf

57. Zoominfo. (n.d.). *Tunisie Telecom.* https://www.zoominfo.com/c/tunisie-telecom/122175753