

Foundations of Participatory Leadership and Its Relationship with Organizational Loyalty from the Perspective of Workers at Beni Haroun Mills in Mila

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Abstract:

This study aims to examine the relationship between the foundations of participatory leadership and organizational loyalty from the perspective of employees at Beni Haroun Mills in Mila. The research adopted a descriptive and analytical approach, wherein the researchers developed a questionnaire administered to all 80 employees, thereby employing the comprehensive survey method. The collected data were statistically analyzed using the Statistical Package for the Social Sciences (SPSS 25.0). The study revealed a weak positive correlation between the foundations of participatory leadership and organizational loyalty from the perspective of employees at Beni Haroun Mills in Mila.

Keywords: Participatory leadership, human relations, delegation of authority, decision-making, organizational loyalty.

JEL Classification: M, M1, M12, M14.

ملخص :

تهدف هذه الدراسة إلى تسليط الضوء على العلاقة الموجودة بين أسس القيادة التشاركية والولاء التنظيمي من وجهة نظر عمال مطاحن بني هارون بميلة، وهذا بالاعتماد على المنهج الوصفي التحليلي، حيث قامت الباحثتان ببناء استبيان طبق على مجمل العاملين البالغ عددهم 80 منتهجتين بذلك أسلوب المسح الشامل. أما المعالجة الإحصائية للبيانات المتحصل عليها فقد تمت باستخدام الحزمة الإحصائية للعلوم الاجتماعي (SPSS 0.25). بينت الدراسة وجود علاقة موجبة ضعيفة بين أسس القيادة التشاركية والولاء التنظيمي من وجهة نظر عمال مطاحن بني هارون بميلة.

الكلمات المفتاحية: القيادة التشاركية، العلاقات الإنسانية، تفويض السلطة، اتخاذ القرارات، الولاء التنظيمي.

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1.Introduction:

In light of the rapid technological advancements and the explosion of knowledge that organizations are currently experiencing—alongside the intensifying internal and external competition, the expansion of administrative structures, and the growing need for coordination among departments and cohesion among members to direct their efforts toward excellence and the realization of future plans—it has become essential for every organization to adopt a leadership style capable of keeping pace with these developments and addressing emerging challenges.

Although organizational leadership is a classical subject that has long been explored in studies of organizational behavior, it continues to attract the attention of many researchers and administrators due to its importance and central role in influencing the elements of the administrative process across organizations. Leadership functions as a vital link between employees and the organization's plans and future visions. However, leadership styles differ from one organization to another, depending on the leader's capabilities, practices, and approach to interacting with subordinates in ways that foster and influence their creative behavior. Among these diverse styles, participatory leadership stands out as one of the most distinguished.

Participatory leadership is regarded as one of the most significant modern leadership styles adopted in organizations, as it allows subordinates to participate in decision-making, express their opinions and ideas, and contribute to the formulation and implementation of policies and plans. It also grants them certain responsibilities and authority to share in leadership tasks, facilitates multi-directional communication, promotes interaction among members, and strengthens and sustains human relationships. Moreover, it motivates individuals to work in a team-oriented manner, thereby enhancing their self-confidence, sense of belonging, and organizational loyalty.

Organizational loyalty is one of the key objectives pursued by most organizations due to its profound impact on the continuity and stability of work. It constitutes an essential element in establishing a positive and healthy work environment within the organization. When subordinates possess a sense of loyalty, they become more willing to cooperate and communicate with their colleagues, more aware of the significance of teamwork, and more committed to achieving the organization's objectives.

This, in turn, reinforces their adherence to organizational values, their desire to remain within the organization, their dedication to its goals, and their perception of those goals as aligned with their personal aspirations. Consequently, enhancing organizational loyalty represents one of the principal responsibilities of leadership within an organization. Conversely, the decline or absence of loyalty inevitably results in adverse outcomes such as absenteeism, high turnover, poor performance, and a lack of commitment at work.

Based on the foregoing, the central question of this study can be formulated as follows:

Is there a relationship between the dimensions of participatory leadership (participation in decision-making, delegation of authority, and human relations) and organizational loyalty from the perspective of employees at Beni Haroun Mills in Mila?

The following sub-questions emerge from this main question:

- Is there a relationship between participation in decision-making and organizational loyalty from the perspective of workers at Beni Haroun Mills in Mila?
- Is there a relationship between delegation of authority and organizational loyalty from the perspective of workers at Beni Haroun Mills in Mila?
- Is there a relationship between human relations and organizational loyalty from the perspective of workers at Beni Haroun Mills in Mila?

2. Study Hypotheses:

2.1. General Hypothesis:

- There is a relationship between participatory leadership and organizational loyalty from the perspective of workers at Beni Haroun Mills in Mila.

2.2. Sub-Hypotheses:

- There is a relationship between participation in decision-making and organizational loyalty from the perspective of workers at Beni Haroun Mills in Mila.
- There is a relationship between delegation of authority and organizational loyalty from the perspective of workers at Beni Haroun Mills in Mila.
- There is a relationship between human relations and organizational loyalty from the perspective of workers at Beni Haroun Mills in Mila.

3- Study Importance:

The topic of participatory leadership and its relationship with organizational loyalty holds significant importance in the fields of management and organizational behavior. The relevance of participatory leadership stems from its ability to address the challenges and difficulties currently faced by organizations, as it represents a modern leadership approach that makes employees an integral part of the administrative process through their involvement in decision-making, undertaking certain leadership responsibilities, and embracing the concept of teamwork.

These behaviors are closely linked to organizational loyalty, which most organizations seek to foster and strengthen among their employees. Moreover, the significance of this study lies in its contribution to assisting supervisors in understanding both the positive and negative aspects of this leadership style.

Accordingly, this study aims to identify the relationship between the foundations of participatory leadership (participation in decision-making, delegation of authority, and human relations) and organizational loyalty from the perspective of employees at Beni Haroun Mills.

4- Study Objectives:

The objectives of the study are as follows:

- To identify the relationship between participatory leadership and organizational loyalty from the perspective of employees at Beni Haroun Mills.
- To identify the relationship between human relations and organizational loyalty from the perspective of employees at Beni Haroun Mills.
- To identify the relationship between delegation of authority and organizational loyalty from the perspective of employees at Beni Haroun Mills.
- To identify the relationship between participation in decision-making and organizational loyalty from the perspective of employees at Beni Haroun Mills.

5- Definition of Study Terms:

5.1- Leadership:

Leadership is the process of influencing the behavior of others to achieve common and desired goals (Alaq, 2016, p.14).

Thus, it is a process of influence, persuasion, and guidance through which individuals are directed toward adopting specific behaviors to achieve both their personal objectives and those of the organization.

5.2- Participatory Leadership:

Participatory leadership refers to the involvement of leaders in decision-making with employees, consulting them, respecting their personalities and opinions, and delegating authority to them. This, in turn, contributes to achieving the institution's general objectives as well as fulfilling the goals and needs of its employees (Al-Omari, 2018,p.26).

Therefore, participatory leadership represents a leadership style that involves subordinates in making organizational decisions, relinquishing certain leadership responsibilities, and promoting the development and maintenance of human relations.

5.3- Delegation of Authority:

Delegation of authority is the voluntary process through which a superior transfers part of their authority to subordinates, who then commit to carrying out the responsibilities assigned to them by their leader and exercise the powers necessary to accomplish those tasks (Al-Sirfi, 2009).

Thus, the delegation of authority represents the transfer of specific powers and responsibilities from leaders to their subordinates.

5.4- Participation in Decision-Making:

Participation in decision-making refers to the involvement of subordinates in decision-making alongside the leader to ensure clarity of vision and the exchange of opinions among them (Al-Muqati, 2024, p.203).

Accordingly, participation in decision-making includes allowing subordinates to express their ideas and opinions and to contribute to shaping the organization's future plans.

5.5- Human Relations:

Human relations refer to the creation of an appropriate environment by participatory leadership that motivates subordinates to exert their best efforts to achieve the highest levels of performance while aligning their needs with the organization's interests (Al-Muqati, 2024, p.204).

Hence, human relations help establish a positive work environment through open communication, human interaction, and encouraging individuals to work and collaborate effectively with one another.

5.6- Organizational Loyalty:

Organizational loyalty represents the degree of an employee's willingness to exert effort for the benefit of their organization, their strong attachment to it, their desire to remain within it, their devotion to its objectives, and their acceptance of its goals and values (Reggio, 2013, p.273).

Thus, organizational loyalty can be defined as the individual's perception that the organization forms an integral part of their identity, motivating them to work sincerely and devotedly to achieve its goals and sustain their sense of belonging to it.

6- Previous Studies:

6.1- Study by Aida bint Hamdan Al-Harthi (2018):

This study aimed to identify and examine the nature and degree of the relationship between the practice of participatory leadership and the level of loyalty among female teachers in secondary schools in Riyadh.

The researcher employed the descriptive correlational method and used a questionnaire as the primary research tool. The study sample was selected using a simple random sampling method and consisted of 361 teachers. Several statistical methods were utilized, including Pearson's correlation coefficient, standard deviation, arithmetic mean, one-way ANOVA, and the Mann-Whitney test.

The findings indicated a statistically significant positive correlation between participatory leadership and organizational loyalty among female secondary school teachers in Riyadh.

6-2- Study of Al-Maitari (2015)

The study aimed to identify the relationship between the degree to which secondary school principals practiced participatory leadership and the level of organizational loyalty among teachers in the Hafr Al-Batin Governorate. The researcher used the descriptive method and employed a questionnaire as the study tool. The study population consisted of all teachers in public secondary schools in Hafr Al-Batin Governorate, totaling 342 teachers, and the study was applied to a simple random sample.

The main findings of the study were as follows:

- The degree to which secondary school principals practiced participatory leadership was moderate.
- There was a statistically significant correlation between the degree of principals' practice of participatory leadership and the level of organizational loyalty among teachers.

6-3- Study of Manar Ahmad Mansour (2015)

The study aimed to identify the relationship between the practice of participatory leadership by department heads at Taif University and the level of organizational loyalty among faculty members.

The researcher employed the descriptive survey method and used a questionnaire as the research tool. Porter and his colleagues' scale was adopted to measure the level of organizational loyalty. The sample consisted of faculty members at Taif University from both male and female sections and from both scientific and theoretical faculties. The main results of the study showed that the degree to which department heads practiced participatory leadership was moderate, and the level of organizational loyalty among faculty members was also moderate.

The findings further indicated the existence of a positive correlation between the practice of participatory leadership and the level of organizational loyalty among faculty members. Moreover, statistically significant differences were found concerning the degree of participatory leadership practice attributed to the variable of experience, in favor of those with 15 years or more of experience.

Commentary on Previous Studies:

Three previous studies were presented concerning participatory leadership and organizational loyalty. These studies were similar to the present one in terms of variables, as they examined the relationship between them and utilized the questionnaire as the primary research tool. However, the current study differs from the previous ones in its methodology, sample size, the statistical methods employed, and its spatial and temporal scope.

7. Methodological Procedures of the Study:

7.1 Study Boundaries:

7.1.1 Spatial Boundaries:

The study was conducted at *Beni Haroun Mills*, located in *El-Keram Gouka*, within *Mila Province*.

7.1.2 Human Boundaries:

This study targeted the employees of *Beni Haroun Mills* in *Mila Province*.

7.1.3 Temporal Boundaries:

The research was carried out in *September 2024*.

7.2. Method Used:

Given that this study aims to identify the relationship between the dimensions of *participatory leadership* and *organizational loyalty* from the perspective of employees at *Beni Haroun Mills* in Mila, the most appropriate methodological approach is the *descriptive-analytical method*.

This approach is one of the well-established scientific methods employed to describe phenomena within a specific timeframe by collecting, classifying, processing, and analyzing facts and data in a comprehensive and accurate manner to obtain objective, evidence-based results (Obeidat et al., 1999, p.44).

7.3 Study Population:

The *research population* is defined as the statistical community within which the study is conducted and comprises all the elements related to the phenomenon under investigation (Al-Mahmoudi, 2019, p.199).

The population of the current study includes all employees of *Beni Haroun Mills*, totaling **100 workers**.

7.4 Data Collection Method:

The *comprehensive survey method* was adopted, which involves collecting data from all units that make up the research population and from all cases possessing the specified characteristics, without omitting any unit or case (Gharbi, 2006, p.131).

Since the total study population was relatively small (estimated at 100 workers), and after excluding individuals who participated in the *pilot study*—conducted to construct the research tool and assess its psychometric properties prior to final implementation—as well as removing incomplete questionnaires, the final number of participants included in the study became 80 workers.

7.5 Data Collection Tools:

In this study, two questionnaires were developed as the primary instruments for data collection. The construction of these tools was based on a comprehensive review of the study's theoretical framework and an analysis of several relevant previous studies.

7.5.1 First Questionnaire:

This questionnaire measures the variable of *participatory leadership* and is composed of **23 statements**, distributed across three dimensions as follows:

- **First Dimension:** Statements (01) to (08), representing the *human relations* dimension.
- **Second Dimension:** Statements (09) to (16), representing the *delegation of authority* dimension.
- **Third Dimension:** Statements (17) to (23), representing the *participation in decision-making* dimension.

7.5.2 Second Questionnaire:

This questionnaire measures the dimensions of *organizational loyalty* and consists of 12 statements. Each statement in both questionnaires includes the following response options: “Yes,” “Sometimes,” and “No.”

The psychological measurement scale adopted in constructing both questionnaires is the *Likert scale* for assessing attitudes. Accordingly, the response levels for each item were divided into three categories: (*Yes, Sometimes, No*), assigned the respective numerical weights of (3, 2, 1).

7.6. Psychometric Conditions (Validity and Reliability):

7.6.1 Calculation of Validity:

A. Face Validity:

The two study questionnaires were presented to **eight expert reviewers**, who evaluated the appropriateness of the items, their comprehensiveness, the diversity of content, and the adequacy of the linguistic formulation. After collecting the experts' feedback, their comments and suggestions were carefully analyzed, and the necessary modifications were implemented. These adjustments included revising the wording of certain items to improve precision, reformulating others for greater clarity, removing redundant or inappropriate items, and correcting linguistic inconsistencies. The incorporation of these expert recommendations and the subsequent revisions established the *face validity* of the two instruments.

B. Content Validity:

As content validity is among the most widely used and emphasized types of validity in social science research, it was employed in this study to confirm the accuracy and credibility of the experts' judgments mentioned above. The computation of content validity was carried out according to the following steps:

- The validity of each individual item was calculated using the statistical formula proposed by *Laushe* (Munchinsky, 2012, p.178), as follows:

$$ocv = \frac{\frac{N}{2} - NE}{\frac{N}{2}}$$

N

NE

OCV

NE: The number of experts who considered that the item accurately measures the intended construct.

N: The total number of experts.

- All obtained item validity values were summed and then divided by the total number of items. The resulting figure represented the *overall content validity coefficient* of the questionnaire.

Following the statistical processing of the experts' evaluations of both questionnaires, the obtained validity coefficients were as follows:

- 0.88 for the *Participative Leadership* questionnaire, which represents a high level of validity.
- 0.80 for the *Organizational Loyalty* questionnaire, which also indicates a high level of validity.

7.6.2 Reliability:

To verify the *reliability* of both questionnaires, the internal consistency of their respective dimensions was calculated using *Cronbach's Alpha* coefficient after administering the preliminary version of the instruments to a sample of eight participants.

The obtained reliability coefficient was **0.82**, which reflects a high degree of internal consistency and reliability of the study tools.

Table 1: Cronbach's Alpha Reliability Coefficient for the Participative Leadership Questionnaire

Dimensions	Cronbach's Alpha Coefficient
Participation in Decision-Making	0.79
Delegation of Authority	0.71
Human Relations	0.88
Participative Leadership (Overall)	0.79

Source: Based on SPSS Output

It is observed from Table (01) that the Cronbach's Alpha coefficient value for the participative leadership questionnaire was estimated at (0.79), indicating a high level of reliability.

The reliability of the organizational loyalty questionnaire was also verified through the Cronbach's Alpha coefficient as follows:

Table 2: Cronbach's Alpha Coefficient for the Organizational Loyalty Questionnaire

Questionnaire	Cronbach's Alpha Coefficient
Organizational Loyalty	0.79

Source: Based on SPSS Output

It is observed from Table (02) that the Cronbach's Alpha coefficient value for the organizational loyalty questionnaire was estimated at (0.78), indicating that the questionnaire has a high level of reliability.

7.7- Statistical Processing Methods:

To answer the study's research questions, statistical processing of the data collected was carried out using the Statistical Package for the Social Sciences (SPSS 0.25). Based on this, the following was extracted:

- **Spearman-Brown Correlation Coefficient:** The Spearman-Brown rank-order correlation formula was used to determine the correlation between the dimensions of participative leadership and organizational loyalty. This method is appropriate for ordinal data (rank-level measurement), and the calculations were conducted using SPSS 0.25.

8- Presentation and Discussion of the Study Results:

8.1 Presentation of Results in Light of the Hypotheses:

Appropriate statistical processing was performed for the hypotheses and study data to determine the nature of the correlation between the dimensions of participative leadership and organizational loyalty, using the Spearman correlation coefficient at a significance level of (0.05). Although the coefficient did not indicate the strength of the correlation between the variables, the relationship was analyzed based on the following model:

Table 3: Criteria for Determining the Nature of the Correlation

Coefficient Value	+1	0.80	0.50	0.00–0.50	-0.80	-1
Nature of Relationship	Positive	Positive	Positive	Negative	Negative	Negative
Strength of Relationship	Strong	Moderate	Weak	Weak	Moderate	Strong

Source: (Bouhafs Karim, 2006, p. 213)

8.1.1 Presentation of the Results of the First Sub-Hypothesis:

"There is a relationship between human relations and organizational loyalty from the perspective of the workers at Beni Haroun Mills."

Table 4: Relationship Between Human Relations and Organizational Loyalty

Relationship	Spearman Value	Sig	Significance Level
Human Relations and Organizational Loyalty	0.40	0.04	0.05

Source: Based on SPSS Output

It is observed from the results recorded in the table above that the Spearman correlation coefficient for the first sub-hypothesis, which states that "there is a relationship between human relations and organizational loyalty," reached (0.40). This indicates a weak positive relationship, as the correlation coefficient (R) ranges between (0 and 0.50) according to Table (03).

Given that the level of significance ($\alpha = 0.05$) is greater than the probability value (sig = 0.04), it can be concluded that there is a statistically significant relationship at the 0.05 level between human relations and organizational loyalty from the perspective of the workers at Beni Haroun Mills.

Accordingly, the hypothesis stating that there is a relationship between human relations and organizational loyalty from the perspective of the workers at Beni Haroun Mills has been confirmed.

8.1.2- Presentation of the Results of the Second Sub-Hypothesis:

"There is a relationship between delegation of authority and organizational loyalty among the workers of Beni Haroun Mills."

Table 5: Relationship Between Delegation of Authority and Organizational Loyalty

Relationship	Spearman Value	Sig	Significance Level
Delegation of Authority and Organizational Loyalty	0.44	0.02	0.05

Source: SPSS Output

It is observed from the results recorded in the above table that the Spearman correlation coefficient for the second sub-hypothesis, which states that "*there is a relationship between delegation of authority and organizational loyalty*," reached (0.44). This value indicates a weak positive relationship, as the correlation coefficient (R) ranges between (0 and 0.50) according to Table 3.

Given that the significance level ($\alpha = 0.05$) is greater than the probability value (sig = 0.02), this demonstrates that there is a statistically significant relationship at the 0.05 level between delegation of authority and organizational loyalty from the perspective of the employees at Beni Haroun Mills. Consequently, the hypothesis asserting that there is a relationship between delegation of authority and organizational loyalty from the viewpoint of Beni Haroun Mills workers is accepted and confirmed.

8.1.3- Presentation of the Results of the Third Sub-Hypothesis:

"*There is a relationship between participation in decision-making and organizational loyalty.*"

Table 6: Relationship Between Participation in Decision-Making and Organizational Loyalty

Relationship	Spearman Value	Sig	Significance Level
Participation in Decision-Making and Organizational Loyalty	0.51	0.00	0.05

Source: SPSS Output

It is observed from the results presented in the above table that the Spearman correlation coefficient for the third sub-hypothesis, which states that “*there is a relationship between participation in decision-making and organizational loyalty,*” reached (0.51). This value indicates a moderate positive relationship, as the correlation coefficient (R) lies between (0.50 and 0.80) according to Table 3.

Given that the significance level ($\alpha = 0.05$) is greater than the probability value (sig = 0.00), it can be concluded that there exists a statistically significant relationship at the 0.05 level between participation in decision-making and organizational loyalty from the perspective of the employees at Beni Haroun Mills.

8.1.4- Presentation of the Results of the General Hypothesis:

"There is a relationship between participative leadership and organizational loyalty."

Table 7: Relationship Between Participative Leadership and Organizational Loyalty

Relationship	Spearman Value	Sig	Significance Level
Human Relations and Organizational Loyalty	0.49	0.01	0.05

Source: SPSS Output

It is observed from the results presented in the above table that the Spearman correlation coefficient for the general hypothesis, which states that “*there is a relationship between participative leadership and organizational loyalty,*” reached (0.49). This value indicates a weak positive relationship between the study variables, as the correlation coefficient (R) falls within the range of (0 to 0.50) according to the model presented in Table (03).

Given that the significance level ($\alpha = 0.05$) is greater than the probability value (sig = 0.01), this indicates the existence of a statistically significant relationship between participative leadership and organizational loyalty at the 0.05 level from the perspective of the employees at Beni Haroun Mills.

Thus, the hypothesis stating that there is a relationship between participative leadership and organizational loyalty from the viewpoint of Beni Haroun Mills workers is confirmed.

8-2 Discussion of the Results in Light of the Hypotheses

8.2.1 Discussion of the Results of the First Sub-Hypothesis:

The hypothesis stating that “*there is a relationship between human relations and organizational loyalty from the viewpoint of Beni Haroun Mills workers*” has been confirmed.

From the results obtained regarding human relations and their association with organizational loyalty, it is evident that the relationship is positive but weak according to the workers’ perspectives. Although their supervisors generally treat them with respect and appreciation, there are instances where employees do not feel trust, security, or fairness in the management of tasks, the distribution of responsibilities, or the implementation of procedures. In certain cases, supervisors lack tact and empathy when discussing matters with employees and do not always provide sufficient opportunities for expression of opinions, collaboration, or exchange of expertise.

Human relations, though categorized as a moral incentive, are considered a complementary dimension to material incentives. This notion was validated by Elton Mayo’s Hawthorne Experiments, which demonstrated that creating a work environment that motivates employees to contribute and recognizes their efforts inevitably leads to positive and effective outcomes for both the individual and the organization. This finding aligns with the results of the current study, which confirmed the existence of a weak positive relationship between human relations and organizational loyalty from the perspective of the employees at Beni Haroun Mills.

It is observed from the results recorded in the above table that the Spearman correlation coefficient for the second sub-hypothesis, which states that “*there is a relationship between delegation of authority and organizational loyalty*,” reached (0.44). This indicates a weak positive relationship, as the correlation coefficient (R) ranged between (0 and 0.50) according to Table 3.

Given that the significance level ($\alpha = 0.05$) is greater than the probability value ($\text{sig} = 0.02$), this demonstrates the presence of a statistically significant relationship at the 0.05 level between delegation of authority and organizational loyalty from the viewpoint of the employees at Beni Haroun Mills. Consequently, the hypothesis stating that there is a relationship between delegation of authority and organizational loyalty from the perspective of Beni Haroun Mills workers has been confirmed.

8.2.2 Discussion of the Results of the Second Sub-Hypothesis:

The hypothesis stating that “*there is a relationship between the delegation of authority and organizational loyalty from the perspective of the workers at Beni Haroun Mills*” has been confirmed.

Based on the results obtained concerning delegation of authority and its relationship with organizational loyalty, it was found that the relationship is positive but weak according to the workers’ opinions. Although their supervisor provides them with sufficient time to complete their assigned tasks, he sometimes fails to define their duties with precision. Moreover, he does not consistently consider their individual capabilities when distributing responsibilities, nor does he allow them sufficient autonomy to set goals

and execute their work independently without prior consultation. In other words, he does not grant them the opportunity for job empowerment.

Furthermore, the supervisor seldom allows employees to assume leadership roles or delegate portions of his authority, fearing that doing so might weaken his control and diminish his influence over work and subordinates. This situation creates a sense among employees that management lacks trust in their abilities, which in turn has a negative impact on morale and reduces organizational loyalty. Therefore, the relationship between delegation of authority and organizational loyalty is regarded as positive but weak from the perspective of the workers at Beni Haroun Mills.

8.2.3 Discussion of the Results of the Third Sub-Hypothesis:

The hypothesis stating that *“there is a relationship between decision-making and organizational loyalty from the perspective of the workers at Beni Haroun Mills”* has been confirmed.

According to the results obtained regarding decision-making and its relationship with organizational loyalty, the relationship was also found to be positive but weak based on the workers' views. Their supervisor encourages them to work collaboratively, providing opportunities to share their ideas and opinions and to participate in planning future organizational strategies, which fosters communication and interaction in all directions. However, the supervisor occasionally fails to involve subordinates in addressing work-related problems, which consequently diminishes their enthusiasm and commitment to the organization. Hence, the relationship between decision-making and organizational loyalty is deemed positive but weak from the perspective of Beni Haroun Mills employees.

8.2.4 Discussion of the Results of the General Hypothesis:

Based on the results obtained, the study confirmed the existence of a relationship between the dimensions of participative leadership—namely, decision-making, delegation of authority, and human relations—and organizational loyalty from the perspective of the workers at Beni Haroun Mills.

The organization strives to retain its employees and foster their satisfaction and loyalty by engaging them in decision-making processes, even in minor matters, and by delegating specific powers and responsibilities. Such practices undoubtedly contribute to enhancing employees' self-confidence and belief in their professional capabilities.

Additionally, the organization places great emphasis on strengthening human relations through respect, motivation, and by fostering opportunities for interaction between employees and the institution. These factors reinforce employees' sense of sincerity, dedication, attachment, and loyalty to their organization.

The findings of this study are consistent with those of Al-Maitari (2015), Manar Ahmad Mansour (2015), and Aida bint Hamdan Al-Harithi (2018), all of which demonstrated the existence of a relationship between participative leadership and organizational loyalty. The degree to which participative leadership and organizational loyalty were practiced in these studies was found to be moderate. However, the results of

the current study differ from those previous works in terms of the strength of the relationship between participative leadership and organizational loyalty.

9. Conclusion:

Participative leadership is recognized as one of the contemporary leadership styles that fosters a positive and supportive working environment. It achieves this by engaging employees alongside their leaders in decision-making, problem-solving, and the delegation of certain powers and authorities. These practices act as powerful motivators that promote efficiency in job performance and enhance employees' self-confidence, resulting in higher morale and a stronger sense of belonging within the organization.

Consequently, job satisfaction is elevated, and organizational loyalty is reinforced. This was clearly demonstrated by the findings of the present study, which revealed the relationship between the three dimensions of participative leadership and organizational loyalty from the perspective of the workers at Beni Haroun Mills.

Human relations represent the human dimension of participative leadership, grounded in respect, trust, appreciation, and effective communication between workers and supervisors. These elements contribute to building a positive organizational climate characterized by cooperation and teamwork. Such an atmosphere encourages the exchange of ideas, strengthens team spirit, and opens channels for dialogue and understanding, which facilitate communication and enhance the efficiency of problem-solving. Furthermore, expressing appreciation for employees' efforts, providing support and assistance, and ensuring fairness, equality, and justice in dealing with all employees cultivate a sense of security, raise job satisfaction, and reinforce loyalty to the organization.

Delegation of authority, in turn, allows employees to assume greater powers and responsibilities in making work-related decisions without constant supervision or consultation. This process reduces managerial rigidity and reflects the establishment of an organizational culture based on mutual trust between employees and management—one that values their competencies, supports their decisions, and believes that all members strive toward the best interests of the institution.

Participation in decision-making demonstrates the degree to which employees are involved in shaping organizational decisions. It is regarded as one of the modern practices of human resource management that fosters a sense of belonging and strengthens organizational loyalty. This dimension enables employees to express their opinions and suggestions before decisions are finalized, ensuring that their perspectives are genuinely considered by management. Consequently, employees move beyond simply expressing opinions to actively contributing to the formulation and implementation of decisions. This transition reinforces their sense of significance within the organization as decision-makers and co-creators of its success.

Research on participative leadership and its relationship with organizational loyalty has led to the development of several recommendations, as follows:

- _ Ensure transparency and encourage open dialogue between management and employees.
- _ Provide employees with the necessary information to enable them to make well-informed decisions.
- _ Grant employees broader authority, accompanied by accountability for the outcomes of their decisions.
- _ Offer employees training and development opportunities to strengthen their skills and enhance their self-confidence.
- _ Encourage employees to express their opinions freely and promote a spirit of initiative and innovation.
- _ Foster teamwork and strengthen the spirit of cooperation among team members.
- _ Develop participative leadership competencies among both employees and supervisors to ensure the sustainability of effective leadership practices within the organization.

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