

The Relationship between Participation in Organisational Decision-Making and Organisational Conflict Management: The Case of Sonelgaz Company in Tamanrasset

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Abstract:

This study aimed to identify the relationship between participation in decision-making and organisational conflict. It asks the question "What is the relationship between participation in decision-making and organisational conflict?" To examine this relationship empirically, we conducted a survey on a random sample consisting of 50 employees from one branch of the National Electricity and Gas Company (Sonelgaz) in Tamanrasset. Using the descriptive-analytical and statistical approach, a questionnaire designed with three sections, and based on testing the hypothesis of the existence of a relationship between the two variables using the outputs of the statistical package program (SPSS), the study concluded that employee participation in decision-making has a statistically significant relationship with the management of organisational conflict. Therefore, it reduces its intensity within the organisation and enhances employee satisfaction and productivity. The study recommends taking employee participation in decision-making into account when managing organisational conflict.

Keywords: Decision-making; organisational conflict; conflict management; Sonelgaz.

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I- Introduction :

Human resources are the most important component of any organisation, as they shape its identity and determine its position among institutions. They are the cornerstone for achieving success. Therefore, they need much attention, protection, and investment. Neglecting and treating them as tools for executing tasks without ensuring their satisfaction negatively affects the organisation and often leads to organisational conflicts. Hence, it is necessary to manage conflicts appropriately and participate in decision-making to ensure the quality of work and enhance the organisation's success and productivity.

- The research's main question

- What is the relationship between employee participation in decision-making and the reduction of organisational conflict and the increase of job satisfaction?

- Sub-questions

-What is the organisational conflict and job satisfaction?

-What are the ways of reducing organisational conflict and increasing job satisfaction?

-How can participation in decision-making reduce conflict and enhance job satisfaction?

To answer these questions, we set the following hypotheses:

- The level of participation in organisational decision-making at Sonelgaz is high.

- The level of job satisfaction at Sonelgaz is high.

- There is a statistically significant positive correlation between participation in organisational decision-making and enhancement of job satisfaction at Sonelgaz.

This research is important because it reveals the underlying relationship between decision-making and organisational conflict within the institution, and its impact on employee job satisfaction, which in turn affects the organisation's operations, service quality, and customer satisfaction. Thus, a random sample of 50 employees from one branch of the National Electricity and Gas Company (Sonelgaz) in Tamanrasset was selected to complete a questionnaire, which consists of three sections, in line with the hypothesis of a relationship between the management of organisational conflict and job satisfaction, and to achieve the study objectives.

1. The Importance of Organization and Human Resources in the Institution

It is worth to start with Carnegie's quote about the general importance of organisation: "Take away all our industrial and commercial establishments, transportation systems, and capital, but leave our organisation. Within four years, we will be able to restore everything (Berro , 2000, p26). Thus, the significance of organization is multiplied when there is participation in organisational decision-making, a reduction in organisational conflict, and an increase in job satisfaction. It can be summarised as follows: (Introduction to Management Science, 2000, p 126-127)

-Achieving economic efficiency for the institution.

-Promoting cooperation and harmony among employees and defining relationships between them.

-Enabling the institution to vary in its human resources.

-Communicating decisions to all members of the institution through formal lines of authority, responsibility, and communication

The institution's effectiveness is determined by the productivity of its human resources, as they form the core of its operations and play a key role in meeting competitive challenges. Therefore, the success of the institution depends on effective human resource management through skill development. (Hassan, 2000 p. 215), employee participation in organisational decision-making, enhancement of job satisfaction, and reduction of internal conflicts. Employees must feel that they are an integral part of the institution because "the performance level of individual employees increases the performance and output of the organisation" (Ahmed Sagr, 1983, p. 53)

However, this effectiveness is inevitably influenced by job satisfaction. When employees receive what they expect from their work, they become satisfied. Job satisfaction reflects the individual's sense of comfort and happiness regarding the work itself and the work environment. It is a positive feeling for the employee during job performance (overall job satisfaction), achieved by aligning expectations with actual outcomes.

In addition, job satisfaction encompasses the feelings of managers, staff, or workers toward the factors influencing their work, their working conditions, and their surroundings. Overall, achieving job satisfaction among employees represents a real asset and a key driver of productivity (Belkhir, Achi, 2012, p. 6–7). Furthermore, it is important "to achieve the psychological and social harmony of individuals, which leads to success at work and, consequently, increases individual productivity. Satisfaction is linked to success at work, which is a societal measure of individual evaluation and a personal success in other aspects of life, including family and social domains" (Gharbi Ben Ameer, 2013, p. 78).

2. Definition and Types of Organisational Conflict

According to the traditional school of thought, conflict is a disease that may occur within an organisation. It is treated by eliminating its causes, which are often the opposing party to management. In contrast, modern scholars argue that conflict is not entirely negative within organisations; it can have positive aspects that benefit them. Therefore, it is not in the organisation's interest to eliminate conflicts, but rather to direct them appropriately (Djaouad, 2010, p. 270–271).

Nadji Djaouad defines conflict as a pattern of social interaction. it represents a sharp competitive situation between individuals. Each party in this situation perceives the other party as obstructing their progress. Thus, any attempt to define a single meaning of conflict would result in nothing. Conflict emerges from the interaction of multiple subjects, objects, individuals, and variables involved in or resulting from the situation. (Rafida Omar, 2011, p. 295).

Organisational conflict can be classified into four types:

- **Individual Conflict:** It occurs when an individual cannot find alternatives (Maher, 2006, p. 16-17). It arises on three levels: role conflict, unmet needs, and goal incompatibility (Al-Sarifi, 2007, p. 383).
- **Interpersonal Conflict:** It arises between two or more individuals due to each person's adherence to their perspective (Majed Abdul Mahdi, 2013, p. 191–192)
- **Group Conflict:** It occurs between departments or organisational units within the organisation (Khider Kadhém, 2002, p. 149).

-Organisational-Level Conflict: Institutional conflict is not different from conflicts among workgroups; however, differences are in perceptions, goals, methods of achieving them, as well as external organisational circumstances and the problems arising from them (Al-Shamrani, 2006).

II– Methods and Materials:

1. Population and Sample of the Study

Defining the research population is one of the fundamental steps the researcher must take before starting the study. It is defined as “all the elements that represent the phenomenon under investigation and share one or more characteristics for which data need to be collected” (Khelifi, Chigara, 2017, p. 280–294). In this study, the research population consists of all employees at Sonelgaz, Tamanrasset, because they can provide us with useful information and achieve the study objectives.

Regarding the sample, it is possible to rely on a specific subset, study it, and then generalise the results to the entire population. In brief, it is “a subset of the population that shares the same original characteristics as it. It is used to obtain information about the population by selecting a number of individuals who represent it. Any statistical study begins with collecting data using different methods”. (Samia, Medaini, 2019, p. 231–240).

After validating the questionnaire, it was distributed to the study sample. 45 questionnaires were collected out of 50 distributed, while 5 questionnaires were not returned. During the analysis of this questionnaire, we found that 5 were invalid. The following table illustrates the results of the distribution and collection process of the questionnaire.

Table (1) : Results of the Distribution and Collection of the Questionnaire

Distributed	Collected	Not Collected	Invalid	Valid
50	45	5	5	40
100.00%	90.00%	10.00%	10.00%	80.00%
Response Rate (%) = (Number of valid questionnaires / Number of distributed questionnaires) × 100				

Source: Output from SPSS software.

It can be said that the response to the research instrument was very high, as the percentage of questionnaires valid for statistical analysis reached (80.00%). This is because the questionnaire items were simple and clear, enabling the respondents to answer them easily.

2. Description of the Research Tool (Questionnaire)

In this study, the questionnaire was used to identify respondents' attitudes toward the research variables, the independent variable, which measures the level of participation in organisational decision-making within the institution. It was assessed through 7 items. The dependent variable measures levels of participation in organisational decisions and enhances employee satisfaction within the institution. It was assessed through 5 items. These items were validated by expert reviewers in the field. The questionnaire was divided into two sections: the first section included the respondents' personal information, while the second section encompassed the independent and dependent variables. To measure the sample responses, a three-point Likert scale was used, with the following scoring: agree = 3, neutral = 2, and disagree = 1. To determine the degree of respondents' agreement with the questionnaire items, as well as the overall score of its sections, the measurement

levels were reclassified based on the range and class length as follows: Range = $(3-1) = 2$. Class length = $2 / 3 = 0.666$. Accordingly, the following categories were obtained:

Table (2): Interpretation of the Mean Scores

Mean Range	Scale Option	Degree of Agreement
From 1.00 to 1.66	Disagree	Low
From 1.67 to 2.33	Neutral	Medium
From 2.34 to 3.00	Agree	High

Source: Output from SPSS software.

3. Test for Detecting the Distribution Type of Respondents' Data

It is necessary to determine the distribution of the respondents' data under study, whether it follows a normal or other distributions. According to the Central Limit Theorem, adherence to the normal distribution is related to sample size. It is an essential condition for small samples, whereas it can be relaxed in large ones. This is because probability distributions tend toward normal distribution when the sample size exceeds 30 observations (Ousama Rabie, 2008, p. 106-107).

Since the study sample consists of 40 individuals, the data tend toward a normal distribution. However, for accuracy in statistical analysis, the Shapiro-Wilk test was used to determine whether the respondents' data were normally distributed or not. The statistical hypotheses for testing the normality of the data are formulated as follows:

- **Null hypothesis (H0):** The sample data related to the study variables are drawn from a population whose data follow a normal distribution.
- **Alternative hypothesis (H1):** The sample data related to the study variables are drawn from a population whose data do not follow a normal distribution.

Decision rule: If the significance value (Sig.) is less than 0.05, the null hypothesis (H0) is rejected, and the alternative hypothesis (H1) is accepted, indicating that the data do not follow a normal distribution.

Table (3): Results of the Shapiro-Wilk Test for Respondent Data

Shapiro-Wilk Test Results		
Study Variables	Independent Variable	Dependent Variable
Sample (N)	40	40
Shapiro-Wilk Statistic	0.969	0.342
Sig. (p-value)	0.955	0.112
Result	Normal Distribution	Normal Distribution

Source: Output from SPSS software.

The results above show that the significance value (Sig.) was higher than the level of significance (0.05). Therefore, we accept the null hypothesis (H0), which states that the data follow a normal distribution. This indicates that the sample data related to the study variables are drawn from a population whose data are normally distributed. Accordingly, this study used parametric statistical tools (both descriptive and inferential) to analyse the respondents' answers and opinions and to test the study hypotheses. The following section explains the statistical tools used in the study.

4. Statistical Methods for Processing Respondents' Data

The data were subjected to statistical analysis using the Statistical Package for the Social Sciences (SPSS V.28). Several statistical methods were adopted, as follows: frequencies and percentages to describe the sample and summarise the responses. The mean: to determine the average responses of the participants based on their level of agreement (positive attitude/opinion) or disagreement (negative attitude/opinion) with each item in the questionnaire. Standard deviation: to identify the extent to which respondents' answers deviate from the mean for each item or section. Pearson correlation coefficient: to assess the questionnaire's validity. Omega reliability coefficient: to evaluate the reliability of the questionnaire results if it were administered more than once under the same conditions. To test the hypotheses, a t-test (one-sample t-test) was used to determine the statistical significance of the variables within the institution according to the respondents' opinions. Simple linear regression was also employed to examine the relationship between the independent and the dependent variables. Hypotheses were tested at a 5% significance level and a 95% valid level.

4.1. Validity and Reliability of the Questionnaire

The validity of a questionnaire refers to the extent to which the data collection instrument can measure what it is intended to measure. The validity of the study instrument was verified through expert (face/content) validity, whereby the questionnaire was presented to a group of specialised teachers with long experience in the field. Their feedback was taken into account to improve items, and based on their observations; the final version of the instrument was developed.

In addition, the validity of the questionnaire was also confirmed through the construct validity of its sections. This reflects the degree of correlation between all items within each section of the questionnaire and the total score of all items combined. Statistically, construct validity is expressed by calculating the Pearson correlation coefficient, which ranges between (-1) and (+1).

As for reliability, it refers to the consistency of results obtained if the questionnaire is administered again to the same population at another time under the same conditions. It was verified using the Weighted Omega coefficient, also known as Coefficient H or Maximal Reliability (Bacon, Sauer, & Young, 1995; Brunner & Heinz-Martin, 2005). Unlike Cronbach's Alpha, the Omega coefficient does not rely solely on the contribution of each item in explaining its section (through squared loadings), which makes it more accurate. Moreover, Omega is not affected by negative or atypical loadings, and its value does not decrease when additional items are included in the set measuring a given construct (trait, variable) (Brunner & Heinz-Martin, 2005).

The Omega coefficient is also used whether the measurement instrument is homogeneous, containing a single dimension, or heterogeneous, containing multiple dimensions (Tighza, 2022, p. 7-29).

Table (4) : Results of Validity and Reliability Tests for the Questionnaire

	Construct Validity Test			Reliability Test	
	Total Score of the Questionnaire		Result of Test (Sig. < 0.05)	Omega Value	Omega Value ($\Omega > 0.7$)
	Pearson r	Sig. (p-value)			
All items of Section 01	0.986**	0.000	Statistically Acceptable	0.945	Reliable
All items of Section 02	0.976**	0.000	Statistically Acceptable	0.972	Reliable
All questionnaire items			Statistically Acceptable	0.972	Reliable

Source: Output from SPSS software.

We observe that the value of the (Pearson) correlation coefficient, used to measure the correlational relationship between the total score of each section and the overall total score of all questionnaire items, is positive, high, and statistically significant at the significance level of 0.05. This is because the probability value (SIG) is less than the significance level (0.05). Accordingly, we conclude that all sections of the questionnaire demonstrate structural consistency and are valid for measuring what they were designed to measure.

As for the reliability coefficient values using the Weighted Omega method, it reached 0.972, which is approximately equal to one, with a mean of 2.668. The sample dispersion within the population was 5.01%. This was a low value, indicating that the statistical results are accurate. In this case, the scientific interpretation of the reliability coefficient (Omega) is that we would obtain the same results or conclusions, at a rate of 97.20%, if the same instrument (questionnaire) were administered more than once to other samples from the same population under similar conditions.

Based on the calculated values of the statistical indicators for validity and reliability of the study instrument, we confirm that it is both valid and reliable. This provides a high level of validity of the questionnaire to explore the variables, answer the research questions, and test the hypotheses. Hence, we proceed with the remaining stages of the field study by conducting descriptive and inferential analyses of the respondents' data regarding the variables and questionnaire items.

4.2. Descriptive Analysis of Respondents' Attitudes and Opinions toward the Study Variables

Before testing the hypotheses, we evaluate the respondents' opinions and attitudes by analysing the personal information through frequencies and percentages, as well as analysing the degree of agreement with the content of each questionnaire item using the mean and standard deviation, as follows:

4.2.1. Descriptive Analysis of Personal Information

Table 5 presents the distribution of the sample's personal information variables.

Table (5): Distribution of the Sample According to Personal Information Variables

			Subtotal	Total
Gender	Male	Frequency (%)	31 (77.50%)	40 (100%)
	Female	Frequency (%)	9 (22.50%)	
Age	1–10 years	Frequency (%)	20 (50.0%)	40 (100%)
	10-20 years	Frequency (%)	17 (42.5%)	
	20 years and more	Frequency (%)	3(7.5%)	
Qualification	Middle	Frequency (%)	5 (12.50%)	40 (100%)
	Secondary	Frequency (%)	6 (15.0%)	
	University	Frequency (%)	29 (72.50%)	
Profession	Manager / Department Head	Frequency (%)	4 (10.0%)	40 (100%)
	Administrative Staff	Frequency (%)	10 (25.0%)	
	Other Roles	Frequency (%)	26 (65.0%)	

Source: Output from SPSS software.

4.2.2. Descriptive Analysis of the Respondents' Attitudes and Opinions toward the Variables

A. Independent Variable: the level of Participation in Organisational Decision-Making at Sonelgaz

Table (6): Results of the Respondents' Answers about the Independent Variable

Statements	Descriptive Analysis			Rank	Agreement Level
	Mean	Standard Deviation	Relative Weight (%)		
1-Your organisation uses the necessary internal and external communication tools to inform employees about decisions.	2.83	0.446	94.17	2	High
2-Most decisions in your organisation are made after consultation and participation with all.	2.60	0.709	86.67	5	High
3-Your organisation considers employees' desires and abilities before making any decision.	2.35	0.802	78.33	7	High
4-Managers tolerate employees' actions in decisions that they see fit for their work.	2.45	0.597	81.67	6	High
5-Your organisation relies on communication and flexibility in decision-making.	2.70	0.564	90.00	4	High
6-The administration of your organisation deals with all employees equally in decision-making.	2.90	0.379	96.67	1	High
7-Your administration allows employees to explain decisions to clients when needed.	2.85	0.483	95.00	3	High
Independent Variable:	2.6679	0.49844	88.93	High	
Relative Weight of the Mean (%) = (Mean × 100) ÷ 3					
Mean Range	From 1.00 to 1.66		From 1.67 to 2.33	From 2.34 to 3.00	
Level of Agreement	Low		Meduim	High	

Source: Output from SPSS software.

The table above presents the mean, standard deviation, and relative importance of the mean, reflecting respondents' opinions and attitudes toward the level of participation in organisational decision-making at Sonelgaz. It shows that the overall mean is 2.6678. This indicates a high level (88.93%), according to the employees' views at Sonelgaz –Tamanrasset.

In terms of ranking items, item (06) ranked first with 96.67% and a high level of application, followed by item (01), which ranked second with 94.17% in terms of its application within the institution. In the last rank, item (03) appears with a percentage of 78.33%.

B- The dependent variable: The level of participation in organisational decision-making and enhancing satisfaction.

Table (7): Results of the Respondents' Answers about the Dependent Variable

Statements	Descriptive Analysis			Rank	Agreement Level
	($\bar{x}$) Mean	(δ) Standard Deviation	Relative Weight (%)		
8-Your participation in organisational decision-making	2.63	0.628	87.50	4	High

increases the suitability of the work assigned to you.					
9- Your participation in organisational decision-making improves your relationship with your director.	2.60	0.632	86.67	5	High
10- Your participation in organisational decision-making improves your relationship with your colleagues.	2.80	0.405	93.33	1	High
11- Your participation in organisational decision-making improves your relationship with clients.	2.68	0.572	89.17	2	High
12- Your participation in organisational decision-making increases your sense of belonging to the institution	2.65	0.622	88.33	3	High
Dependent Variable:	2.6700	0.52925	89.00	High	
Relative Weight of the Mean (%) = (Mean × 100) ÷ 3					
Mean Range	From 1.00 to 1.66		From 1.67 to 2.33	From 2.34 to 3.00	
Level of Agreement	Low		Meduim	High	

Source: Output from SPSS software.

The table above presents the mean, standard deviation, and relative importance of the mean, reflecting the respondents' opinions and attitudes toward the level of participation in organisational decision-making and enhancing satisfaction at Sonelgaz. It shows that the overall mean of the variable is 2.670. This indicates a high level (89.00%), according to the employees' views at Sonelgaz-Tamanrasset.

In terms of ranking items, item (10) ranked first with 93.33% and a high level of application, followed by item (11), which ranked second with 89.17% in terms of its application within the institution. In the last rank, item (09) appears with a percentage of 86.67%.

III- Results and discussion:

1. Testing the first hypothesis: The level of participation in organisational decision-making at Sonelgaz is high. To test this hypothesis, it is statistically reformulated at a significance level (0.05) as follows:

Null hypothesis (H0): The level of participation in organisational decision-making at Sonelgaz reaches the required level at a significance level ($\alpha \leq 0.05$), according to the respondents' opinions.

Alternative hypothesis (H1): The level of participation in organisational decision-making at Sonelgaz does not reach the required level at a significance level ($\alpha \leq 0.05$), according to the respondents' opinions.

Table (8): Testing the First Hypothesis Results

Statistical significance of the sample responses regarding the total items related to the first section	Mean	Standard Deviation	Mean Difference	T-value	Degrees of Freedom	Sig.	Decision
	2.6679	0.49844	0.66786	8.474	39	0.000	Significant

Source: Output from SPSS software.

As shown in the table above, the mean of respondents' answers about the level of participation in organisational decision-making at Sonelgaz was (2.66), which is higher than the hypothetical mean of 2. The difference between them is positive, amounting to $(0.66786 = (2 - \bar{X}))$. This result is statistically significant, as the T-test value reached ($T = 8.474$), and the significance level ($\text{Sig} = 0.000$) was less than 0.05. This indicates that there are statistically significant differences in respondents' responses. Accordingly, we reject the null hypothesis and accept the alternative hypothesis (H1). This means the respondents' attitudes and opinions are positive toward all statements included in this section. Therefore, the results of the sample can be generalised to the entire population. This supports the acceptance of the first research hypothesis, which states that the level of participation in organisational decision-making at Sonelgaz is high.

2. Testing the Second Hypothesis: The level of job satisfaction at Sonelgaz is high. To test this hypothesis, it is statistically reformulated at a significance level of 0.05, as follows:

Null Hypothesis (H0): The level of job satisfaction at Sonelgaz reaches the required level at the significance level ($\alpha \leq 0.05$), according to the respondents' opinions.

Alternative Hypothesis (H1): The level of job satisfaction at Sonelgaz does not reach the required level at the significance level ($\alpha \leq 0.05$), according to the respondents' opinions.

Table (9): Testing the Second Hypothesis Results

Statistical significance of the sample's responses regarding section 02:	Mean	Standard Deviation	Mean Difference	T-value	Degrees of Freedom	Sig.	Decision
	2.6700	0.52925	0.67000	8.007	39	0.000	Significant

Source: Output from SPSS software.

As presented in the table above, the mean of respondents' answers regarding the level of job satisfaction at Sonelgaz reached (2.67), which is higher than the hypothetical mean of 2. The difference between them is positive, amounting to $(0.67000 = (2 - \bar{X}))$. This result is statistically significant, as the T-test value reached ($T = 8.007$), and the significance level ($\text{Sig} = 0.000$) is less than 0.05. This indicates statistically significant differences in the informants' responses. Accordingly, we reject the null hypothesis and accept the alternative hypothesis (H1). This means that the respondents' attitudes and opinions are positive toward all statements included in this section. Therefore, the results of the sample can be generalised to the entire population. This supports the acceptance of the second research hypothesis, which states that job satisfaction at Sonelgaz is high.

3. Testing the Third Hypothesis:

There is a statistically significant positive correlation between participation in organisational decision-making and the enhancement of job satisfaction at Sonelgaz. To test this hypothesis, it is statistically reformulated at a significance level of 0.05, as follows:

Null Hypothesis (H0): There is a statistically significant positive correlation at the significance level ($\alpha \leq 0.05$) between participation in organisational decision-making and the enhancement of job satisfaction at Sonelgaz.

Alternative Hypothesis (H1): There is no statistically significant positive correlation at the significance level ($\alpha \leq 0.05$) between participation in organisational decision-making and the enhancement of job satisfaction at Sonelgaz.

To test this hypothesis, we used the simple linear regression model to detect the relationship between the two variables, as well as to determine the effect of the independent variable on the dependent variable through the statistical analysis of the regression outputs (R: Correlation coefficient, R^2 : Coefficient of determination, and B: Regression coefficient). To determine the statistical significance of these values, we examine the results of the F-test and T-test, as well as their corresponding Sig values. The value of R^2 ranges between ($0 \leq R^2 \leq 1$). The closer its value is to 1, the more it indicates the importance of the independent variable in improving the dependent variable. The interpretation of the relationship between the two variables can be expressed by the R^2 statistic according to Cohen's criterion (Cohen, 1988).

Table (10): Interpretation Levels of the Coefficient of Determination (R^2) According to Cohen's (1988) Criterion

Range of the Coefficient of Determination (R^2)	$0.01 \leq R^2 \leq 0.29$	$0.30 \leq R^2 \leq 0.49$	$R^2 \geq 0.50$
Level of Interpretation (Variance)	Weak	Moderate	High

Source: Output from SPSS software.

Table (11): Testing the Third Hypothesis Results

Overall Significance of the Multiple Regression Model		Explanatory Power of the Model		Partial Significance of Regression Coefficients			Hypothesis Testing Decision
F-value	Sig	r	R^2	Regression Coefficients	T-value	Sig	Reject (H_0)
229.69	0.000	0.926	0.858	B0 =	0.046	0.261	0.795
				B1 =	0.984	15.156	

Source: Output from SPSS software.

As noticed in the table above, the F-value is ($F = 229.69$) with a significance level ($\text{Sig} = 0.000$), which is less than the level of 0.05. This indicates a statistically significant relationship between the two variables. The Pearson correlation coefficient is ($R = 0.926$), which is a high positive value, indicating a strong positive relationship between the variables. This means that an increase in participation in organisational decision-making leads to a positive increase in job satisfaction at Sonelgaz. Accordingly, we reject the null hypothesis (H_0) and accept the alternative hypothesis (H_1).

To determine the value of the independent variable for enhancing the dependent variable, we examine the coefficient of determination ($R^2 = 0.858$), which is a high value and falls within the "high interpretation" range ($R^2 \geq 0.5$). This indicates that 85.80% of job satisfaction among employees at Sonelgaz is explained by their participation in organizational decision-making, while the remaining percentage is attributed to other factors. Furthermore, the regression coefficient ($B = 0.984$) demonstrates that any one-unit increase in participation in organizational decision-making leads to an increase of 0.984 units in job satisfaction. This is a very high value, highlighting the strong positive impact of participation in decision-making on enhancing job satisfaction.

IV- Conclusion:

In conclusion, it is important to highlight that the organisational structure requires management of human resources through controlling, directing, and reducing organisational conflict to enhance job satisfaction and increase productivity. The theoretical findings can be summarized as follows:

- The level of participation in organisational decision-making at Sonelgaz is high.

- The level of job satisfaction at Sonelgaz is high.
- There is a statistically significant positive correlation between participation in organisational decision-making and enhancement of job satisfaction at Sonelgaz.

Recommendations

Based on these findings, we recommend the following procedures:

- Decision-makers in the institution should adopt a participatory approach by allowing employees to engage and actively contribute to decision-making processes.
- Participation in decision-making should be viewed as a means of enhancing job satisfaction and promoting harmony in the institution.
- Further applied research, seminars, and conferences should be conducted in this area.

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