

The Role of Participative Leadership Style in Reducing Stress in the Workplace: An Analytical Study on a Sample of Medical Staff at Anbar Teaching Hospital

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To Link this Article: <http://dx.doi.org/10.6007/IJAREMS/v13-i3/22630> DOI:10.6007/IJAREMS/v13-i3/22630

Published Online: 16 September 2024

Abstract

The research aims to identify the impact of participatory leadership (an independent variable) in reducing workshop stress (a dependent variable) in AL-Anbar Teaching Hospital, the research sample. We relied on the descriptive-analytical approach to collect and present the research information. We selected a sample of medical cadres from the aforementioned hospital as our study community, considering it to be one of the most significant service organizations facing workplace pressures. We recruited a sample of 200 medical staff employees from the hospital. We used a set of statistical methods to test correlation and influence relationships. The SPSS program was used. The research also presented a set of recommendations, the most prominent of which is for administrative leaders to adopt a participatory leadership style that contributes to reducing the severity of stress in the workplace.

Keywords: Participatory Leadership, Workshop Stress.

Introduction

For several decades, the topic of leadership has received attention from writers and researchers in many fields, including organizational behavior and organization management. Leadership is one of the complex, multifaceted phenomena that organizational behavior and psychology have focused on, and many theories and models have emerged, including the Great Man Theory and the Distinguished Man Theory. The emphasis on participatory leadership style has begun to increase significantly due to its importance in increasing organizations' capabilities to deal with the challenges they face. The participatory leadership style ensures the stimulation and investment of energies aimed at improving job performance and thus increasing the ability to compete with other organizations. It seeks to increase subordinates' awareness of their needs, and transform this awareness into hopes and expectations, and then generates motivation to satisfy their needs in terms of realizing and achieving the self in their practical life, and thus it will push them to provide all their effort in order to implement what is officially required of them, and even more than that to strive,

persevere and innovate in order to ensure the success and continuity of the organization (Al-Hasnawi & Shia, 2023). The participatory leadership style encompasses several conceptualizations, such as delegating, collaborative decision-making, and clearly defined involvement. In a similar manner (Somech, 2005) defines participative leadership Collaboratively making decisions or displaying shared influence in establishing the superior and subordinate positions within the hierarchy. The primary emphasis of participative management is now on the distribution of power and the allocation of decision-making authority. Participative decision-making is a formal method that involves the direct involvement of groups in making choices. It is particularly crucial in things that may seem trivial but nevertheless have an impact on the group's decisions. (Dolatabadi and Safa 2010; Mohammad et al. 2021)

At the same time, "The bottom-up flow of information within the enterprise is facilitated by the use of modern information technology, such as computer networks and system integration. These cross-level, multi-dimensional "employee opinions" are becoming more significant in the decision-making process of leadership. The active involvement of the organization's employees in decision-making is becoming increasingly critical to the enhancement of a company's competitive advantage, sustainable development objective, and performance". (Chang et al., 2021; Jia et al., 2021). In particular, Peter Drucker, the master of management, also In his influential study "Management by Objective," he believed that "encouraging employee involvement" is a critical component of effective leadership. In practice, a number of prominent organizations have progressively begun to encourage employee participation in decision-making, albeit to differing degrees. For instance, Volvo Cars' R&D department executives actively promote employee participation in decision-making and encourage diversity initiatives to facilitate organizational innovation by utilizing shared open rights. (Jing et al., 2017). "It is evident that employee participation, a critical element of organizational decision-making, is a significant influencing factor in the ability of business organizations to adapt to the ever-changing business environment and enhance the effectiveness and scientific accuracy of their leaders' decisions. Consequently, it is a critical matter that leaders must address in real-time, particularly in organizations with a high power distance culture, in order to encourage the involvement of their subordinates in organizational decision-making"(Huang et al., 2010)."Leaders must execute participatory leadership, which is defined by its democratic and supportive attitude. Many researchers agree that organizational leaders are increasingly depending on highly engaged personnel to tackle the problems of a competitive economy. As a result, participatory leadership, which seeks to promote practices that enable employees to participate in making decisions inside the firm, is becoming more popular in many companies."(Huang et al., 2006). Participative leadership is present in businesses of all sizes, types, and stages. It is characterized by the inclusion of workers in the decision-making process, which sets it apart from other leadership styles (Huang et al., 2021). Participative leaders possess the ability to distribute decision-making authority and engage staff in collaborative problem-solving when making strategic choices. (Chan, 2019) This article begins by reviewing the literature on participative leadership and the quality of decision making ."Following this, hypotheses are developed examining participative leadership's and effects on decision making . Next, the methodology is presented and findings described. In the final section, the contribution and implications of the research are discussed, its limitations examined, and suggestions for future research provided".

The Problem of Research

In the revelation of managing and organizing Participative Leadership . The available wide-range research shows the researchers' high interest in this domain though a number of facets related with Participative Leadership are still unexplored. The research on mediating role of Coworker Knowledge Sharing amid Participative Leadership and reduce stress in workplace is a grey area amid Coworker Knowledge Sharing and reduce stress in workplace is completely untouched.

Significant of Research

The significance of study is about the evidences that Coworker Knowledge Sharing have significant impact on improve work life with Participative Leadership in hospitals . The results of this study will help in effective and efficient decision making in hospitals. The under developing countries are unprivileged from the opportunity to study impact of PL and work life. Leaders are always engaged in the work. Thus, leader's behavior and psyche vary from region to region. This study will help in investigating the moderating effects of sharing leadership to reduce stress in workplace

Heoretical Foundations

Participative Leadership

Many researchers think that the participatory style of leadership is the most humane method. (Amabile et al., 2004; Jong and Hartog, 2007). In a participatory leadership style, the leader engages in discussions with workers to seek their input and perspectives before making choices on the company's challenges. (Chen and Tjosvold, 2006). A participatory leader fosters employee engagement by actively including them in decision-making and problem-solving, rather than relying on authoritarian decision-making. (Miao et al., 2013). "A number of academicians have long recognized that the participation of employees in certain decisions is worthy of empirical attention, as it is anticipated to be of significant value to both the company and its employees".(e.g., Chen and Tjosvold, 2006; Kaufman, 2001). While participative leadership may be regarded as a delayed decision-making process, the collective decision-making process fosters harmony within the organization, which in turn enhances "the morale of employees and the support they receive from the organization".(Muindi, 2011). Somech (2005) believes that the process of open communication that was initiated in participative leadership can help to reduce the obstacles that exist among organizational members. It resolves conflicts by fostering a sense of unity among team members, which in turn enhances the comprehension of the organization and the acceptance of its decisions. (Sorenson, 2000). Bryman (2013) confirms that participative leadership is purported to result in seven healthier and more productive employees who perceive that they have a voice and, as a result, some degree of control over specific events within the organization. In essence, participative leadership influences the work contexts of individuals, provides them with essential working resources, and increases their motivation levels. (Spreitzer, 1995). Initially, participative leadership fosters employee engagement in decision-making and grants subordinates autonomy, power, and responsibility. Consequently, it allows them to make decisions and perform actions that are both accurate and expeditious, as well as to exercise a relatively high degree of self-direction and decision-making power. Secondly, this empowering context can improve the active involvement of individuals in the work environment and may increase the motivation and vitality of employees.

Participative leadership aims to engage members, subordinates, and relevant stakeholders in the management of a firm, in order to use their valuable experiences, expertise, and abilities. (Lamberts 2002 39) Reflects on the outdated model in which a single leader failed to fully use the considerable skills of workers. This occurred due to the phenomenon of leaders being revered and designated as heroic.. According to Somech (2005, 780), Participative leaders are necessary to guide and encourage group members in exploring possibilities and difficulties, with the goal of managing by exchanging ideas. This supports the notion that no one has all information, making it seem impossible for one person to manage an organization. Lambert (2002, p. 37) Considers corporate leadership to be a professional responsibility that encompasses all individuals inside the organization.. Lambert (2002, p.39) It is reiterated that a successful leader actively strives to establish a common vision with the individuals in the corporate community. Company participatory leadership is distinguished by the collaborative involvement of headmasters, instructors, students, and parents.. According to Somech (2005, p. 778) Participative leadership refers to a scenario in which a person in a higher position collaborates with their subordinates in making decisions inside an organization. This indicates that the leader places importance on their employees and actively strives to engage them in the organization's operations in order to use their talents and expertise. Participative leaders must guide their group members by encouraging them to explore new opportunities and face problems, while also effectively managing by promoting the exchange of ideas. (Somech, 2005, p. 778). As a participatory leader, you have a dual responsibility. Firstly, you are focused on achieving your objectives and assessing the impact of this leadership style. Secondly, you are accountable for the training and development of your team members in leadership skills. Dimmock (1999, 450) Research has shown that the participatory leadership style allows individuals to take responsibility and be authorized to provide diverse recommendations. "This demonstrates that members actively engage in participatory leadership to empower themselves and contribute their views. When employees participate in organizational activities, they see the whole process as fair, hence reducing the likelihood of perceiving corporate tasks as simply deception".(Rok,2009, 468). During such occurrences, employees demonstrate their dedication by working diligently, taking pride in their role as valuable contributors to the organization's successful team. . Rok (2009, 469) When ownership and duties are transferred evenly among workers, a more sustainable company and engaged staff may be achieved.' Rok (2009, 469). Participative leadership proponents claim that this leadership style may provide a more effective answer to many organizational difficulties in the present day.

The Stress at Workplace

On a daily basis, we often encounter the term 'stress' from our classmates, coworkers, instructors, and physicians. The term 'stress' is prevalent in current news, publications, and other forms of social media. However, what precisely is stress?

Selye (1974) defines stress as "Stress is an indiscriminate physiological reaction of the body to any kind of demand or pressure "According to Beehr & Newman (1978) "Stress is a state that occurs when individuals experience changes in their functioning due to the connection between themselves and their work. When someone is under a lot of work stress, they may lose their sense of control, be less productive at work, or even lose interest in their job. There are a lot of businesses in the US that think that the rising worry level makes workers less productive. Some organizations don't work well in a quantitative environment, but they are

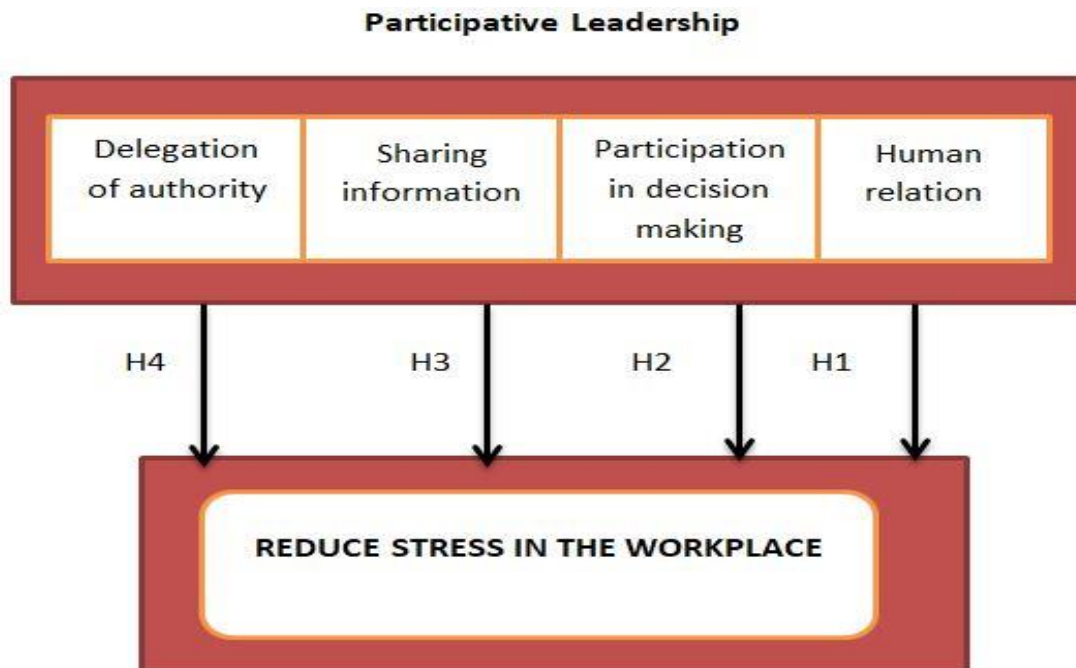
always trying to boost productivity to get the most out of their business. There are also companies that care about their employees, but their productivity still depends on how well they manage their human resources and how well they get along with their employees. Also, it has been seen that employers give their workers an unhealthy environment to work in and don't care about how it affects their health or their other responsibilities outside of work. Employers have a hard time finding people with the right skills and qualifications to work for them, so they expect their workers to meet all of their needs, which can cause stress, depression, and other problems (Kapoor & Chhabra, 2022). Types of stress Stress may be classified into two sorts based on its effects on the body, mind, and performance. (Monjee, 2017)

1. Eu-stress, also known as positive stress, refers to a moderate level of stress that a person can effectively manage. This stress has beneficial consequences. Eustress may foster a strong enthusiasm for work. It has the potential to stimulate latent skills and talents. It motivates individuals to engage in novel pursuits. Well-measured stress may contribute to achieving achievement.
2. Distress refers to an overwhelming amount of tension. This kind of stress is detrimental to the person. Distress may have detrimental impacts on both the physical and mental well-being of a person. Excessive stress may lead to several negative consequences such as depression and heart attacks.

Causes of Stress at Workplace

Stress may be classified into internal and external factors. Internal reasons pertain to an individual's psyche and cognitive processes, resulting in the experience of stress even in the absence of any external danger. External factors contributing to the issue include factors such as job instability, working hours, level of control in the workplace, and management style. Job uncertainty may lead to persistent stress, diminished job performance, and medical ailments. Workplace control pertains to an employee's authority and influence over their tasks and responsibilities. This lack of control may result in tension and anxiety. The managerial style, such as authoritarian management, may induce stress as a result of the restricted control and extensive limitations imposed. Experiencing overload or underload may result in stress, as workers may doubt their ability to handle the workload and experience tension. Moreover, circumstances that need alterations in behavior may cause significant stress for employees since they are required to exhibit conduct that is not inherent or natural to them. In general, stress may arise from a multitude of sources and can have a significant effect on an individual's performance in their professional setting (Datt & Washington, 2015)

Research Model



Hypotheses of Research

H1: There is a significant correlation between participatory leadership and reducing work stress at a significance level of 0.05

H2: There is an effect of participatory leadership in reducing work stress at a significance level of 0.05

Methodology

This research study used a cross-sectional descriptive strategy. The overall population of staff medical employed at Ramadi Teaching Hospital is 1000 registered medical professionals a. This group comprises individuals of both genders, with ages ranging from 19 to 59 years. The medical personnel are working round-the-clock shifts in various departments of Ramadi Teaching Hospital. There is variation in their educational levels. This study used a kind of sampling known as convenience sampling. "The sample size for this research was determined to be 200 using the Solvin's formula, where n is the sample size, N represents the population, and E represents the margin of error. This research includes only female registered nurses who have a minimum of 5 years of experience at Ramadi Teaching Hospital". The individuals eliminated from the study are either nurses with less than 5 years of experience or those who are unwilling to participate. Furthermore, students are also omitted from this study endeavor. Hence, a total of 400 registered nurses with over 5 years of experience participated in this research study. The instrument used in this investigation was a questionnaire consisting of three sections. The first section included demographic data, including age, gender, education level, and experience. The second component of the analysis involves examining questions related to the participatory leadership style using a 5-point Likert scale. The scale ranges from 1, indicating strong agreement, to 5, indicating severe disagreement. The final section of the study included analyzing a questionnaire on job stress using a 5-point Likert scale. The scale ranged from 1 (strongly agree) to 5 (strongly disagree). The independent variable in this study is the use of participatory leadership styles, whereas the dependent variable is job stress. The

data was examined using SPSS version 21. The participants were briefed on the study's objectives and supplied with comprehensive information about the research to ensure precise outcomes.

Finding

The Validity and Reliability of the Research Measurement Tool

The validity and reliability of the research measurement tool are crucial factors to consider. The stability of the scale refers to its consistency and self-consistency, ensuring the same results when reapplied to the same sample. Cronbach's alpha scale is one of the most important and famous scales used to measure the questionnaire's stability. If the aforementioned test yields a value less than 0.60, it indicates weak scale stability, while a value exceeding 0.70 indicates acceptable scale stability, and a value of 0.80 or more indicates good stability ratio. The validity of the research scale lies in its ability to accurately measure the intended phenomenon. In other words, does the scale measure the phenomenon under investigation and not something else? Table 1 below shows the values of the stability and validity coefficients for the research variables.

Dimensions	Cronbach's Alpha	Validity coefficient
Delegation of authority	0.87	0.93
Participation in decision making	0.83	0.91
Sharing information	0.78	0.88
Human relations	0.66	0.81
Occupational risks	0.81	0.90
Organizational issues	0.81	0.90
Work conflict	0.86	0.92
Unmet physiological needs	0.70	0.83

All of the values in Table 1 for Cronbach's alpha coefficients are statistically acceptable, whether they are at the dimensional level or not. This means that the scale used to measure the research paragraphs is very stable and valid, so the researcher can trust the results to make a good decision.

Descriptive Analysis

This section includes a presentation of the questionnaire items' arithmetic averages, their standard deviation, the coefficient of variation, the level of the arithmetic mean, and the ordinal importance of the research variables (participatory leadership, work stress).

- A. This section presents a descriptive analysis of the data pertaining to the participatory leadership variable and its various dimensions. The variable consists of four main dimensions, as shown in Table 2.

<i>dimension</i>	mean	SD	<i>Coefficient of % variation</i>	<i>Ordinal importance</i>
Delegation of authority	4.32	0.64	14.81	the first
Participation in decision making	4.19	0.81	19.33	the third
Sharing information	4.30	0.54	12.55	the second
Human relations	4.18	0.64	15.31	Fourth
Participatory leadership	4.25	0.66	15.50	

Overall, the participatory leadership variable had a weighted mean of 4.25, a standard deviation of 0.66, and a coefficient of variation of 15.50. The above results indicate the strength of the availability of the dimensions of participatory leadership in the Ramadi Teaching Hospital under study. The table above also demonstrates the availability of all dimensions within the organization and a high level of response. However, we found that the dimension of delegation of authority received a high level of response, with a degree of ordinal importance based on the responses of the research sample. The dimension that received the least attention was the human relationship. This demonstrates the organization's interest in addressing its emotional perceptions and concerns, as well as adapting to potential changes and circumstances.

B- Descriptive analysis of the data of the work stress variable The variable consists of four dimensions, as shown in Table (3)

Main dimension	mean	SD	Coefficient	Ordinal importance
Occupational risks	4.39	0.58	13.21	the second
Organizational issues	4.41	0.56	12.70	the first
Work conflict	4.37	0.61	13.96	the third
Unmet physiological needs	4.28	0.58	13.55	Fourth
Work stress	4.36	0.58	13.36	

The work stress variable, with a general weighted arithmetic mean of 4.36, a standard deviation of 0.58, and a coefficient of variation of 13.36, suggests that the organization prioritizes work pressure. This indicates interest in the work pressure variable in the organization under study. The table above demonstrates the availability of all dimensions within the organization, with a high level of response. However, the research sample's answers indicate that the organizational issues dimension holds the highest rank in terms of ordinal importance. The unmet physiological needs dimension was the least important, indicating that the organization pays great attention to organizational issues.

Hypothesis Results

H1 There is a significant correlation between participatory leadership and reducing work stress at a significance level of 0.05

The first main hypothesis is that there is a significant correlation between participatory leadership's dimensions and work pressures' dimensions. Table 4 below displays the matrix

of simple correlation coefficients, which tests the first main hypothesis and reveals that all correlations were positive and significant at the 1% level. At the sub-level, the correlation between information sharing and occupational risks was the largest, reaching a significant value of 0.693 at the 1% level. Conversely, the correlation between human relations and work pressures was the lowest, reaching a significant value of 0.437 at the 1% level. At the overall level, the correlation between participatory leadership and work pressures reached a significant value of 0.473 at the 1% level. From the above results, the researcher infers the acceptance of the alternative hypothesis, which states that there is a significant correlation between participatory leadership and work pressures in the research sample organization. This means that Anbar Teaching Hospital can benefit from a participatory leadership style by avoiding work pressures.

Dependent / Independent	Occupational risks	Organizational issues	Work conflict	Unmet physiological needs	Work stress
Delegation of authority	0.691	0.605	0.528	0.461	0.490
Participation in decision making	0.654	0.585	0.449	0.420	0.470
Sharing information	0.693	0.681	0.616	0.644	0.572
Human relations	0.611	0.637	0.516	0.489	0.437
Participatory leadership	0.643	0.586	0.527	0.489	0.473

H2: There is an effect of participatory leadership in reducing work stress at a significance level of 0.05

In order to test the hypotheses, the researcher used simple regression to determine the extent of the impact of each dimension of the independent variable (participative leadership) on work stress (the dependent variable). A: Testing the first sub-hypothesis (the delegation of authority has a statistically significant impact on work stress at a significance level of 0.05). The table below shows the results of a simple regression analysis of the impact of delegation of authority on work stress.

Dependent / Independent	Work stress		T	F	R	R2	SIG
	A	β					
Delegation of authority	2.460	0.437	4.011	16.088	0.469	0.22	0.00

Table (5) shows the following:

1. Delegation of authority affects work stress by (0.437), and this dimension is significant because the SIG value is less than the significance level of 0.05. Employees' work stress reflects the concept of delegation of authority, which operates at the organization's overall level.
- 2: The correlation coefficient was positive by 0.469, indicating a relationship between delegation of authority and work stress.
- 3: The coefficient of determination R2 was 0.22, indicating that every increase in authority delegation will affect work stress by 22%. The researcher concludes by accepting the

alternative hypothesis that states that delegation of authority has an effect on reducing work stress for employees.

Testing the second sub-hypothesis (that participation in decision-making reduces work stress at a significance level of 0.05)

Dependent Independent	Work stress		T	F	R	R2	SIG
	a	β					
Participation in decision making	3.105	0.296	3.26	10.64	0.397	0.158	0.02

Table No. 6 shows the following:

1. Participation in decision-making has a positive effect on reducing work pressures by (0.296) for every increase of one value in this dimension. This effect is significant considering that the sig value reached 0.02, which is smaller than the significance level of 0.05. This explains how employees' proactive behavior positively reflects their participation in decision-making, and their mental abilities enable them to avoid risks effectively.
2. The value of (f), which measures the regression model's significance, reached 10.67 and is significant at the 0.05 level.
3. The correlation coefficient's value was directly positive by 0.397 and significant at 0.05.
4. The coefficient of determination (R2) reached 0.158, meaning that every increase of 1 in the dimension of participation in decision-making leads to an increase of 15% in the dependent variable. The researcher concludes the acceptance of the second sub-hypothesis.

Testing the third sub-hypothesis (information sharing has an effect on reducing work stress at a significance level of 0.05). The table below shows the results of a simple regression analysis of the effect of information sharing on reducing work stress.

Dependent Independent	Work stress		T	F	R	R2	SIG
	a	β					
Sharing information	1.53	0.655	5.493	30.176	0.588	0.346	0.00

Table No. 7 shows the following:

1. Participation in information has a positive effect on reducing work pressures by an amount of (0.655) for every increase of one value in this dimension. This effect is also significant, considering that the sig value reached 0.00, which is smaller than the significance level of 0.05. Their behavior and psychological comfort positively reflect their participation in information, demonstrating their passion for positive change and improvement.
2. The value of (f), which measures the regression model's significance, reached 30.176 and is significant at the 0.05 level.
3. The correlation coefficient showed a strong positive value of 0.588 and was significant at the 0.05 level, indicating that an increase in information participation leads to a reduction in work pressures for employees.
4. The coefficient of determination R2 reached 0.346, meaning that every 1 increase in the dimension of information participation leads to a 34% increase in the dependent variable. The researcher concludes the acceptance of the third sub-hypothesis.

We are testing the fourth sub-hypothesis, which states that there is an effect of human relations in reducing work stress at a significance level of 0.05. The table below shows the

results of a simple regression analysis of the effect of human relations on reducing work stress.

Dependent Independent	Work stress		T	F	R	R2	SIG
	A	β					
Human relations	2.42	0.458	4.22	17.875	0.489	0.239	0.00

Table No. 8 shows the following:

1. Human relations have a positive effect on reducing work pressures by an amount of (0.458) for every increase of one value in this dimension .The significance of this effect is further evidenced by the sig value of 0.00, which falls below the significance level of 0.05. Their behavior positively reflects human relations, and their personal abilities refine their behavior further..
- 2: The value of (f), which measures the regression model's significance, reached 17.875 and is significant at the 0.05 level..
- 3: The value of the correlation coefficient was positive by 0.489 and is significant at the level of 0.05, which explains that every increase in the dimension of human relations leads to an increase in reducing work pressures for employees.
- 4: The coefficient of determination R2 reached (0.23), meaning that every increase of 1 in the dimension of human relations leads to an increase of 23% in the dependent variable .The researcher comes to the conclusion that the sub-hypothesis holds true. The least influential dimension on work pressures is the dimension of participation in decision-making, and the most influential dimension on work pressures is the dimension of participation in information .Employees' intuition and perception contribute to their cumulative experiences, which are more evident in their professional conduct.

Discussion

This study contributes to the ongoing research in the area of management by examining the correlation between participative leadership and the reduction of workplace stress in different organizational contexts .The results of this study demonstrate that the participation leadership style has a strong and positive correlation with the reduction of workplace stress. Remarkable findings demonstrate that the adoption of a participatory leadership style reduces work-related stress and enhances job satisfaction among workers. Furthermore, prior research indicates that leadership style has an impact on moral values, beliefs, and attitudes towards work, while also enhancing workers' self-confidence. This is accomplished by means of information exchange, delegation of authority, and fostering interpersonal relationships among personnel.

Conclusion

The amount of occupational stress among medical practitioners is too elevated. The medical staff of Al-Anbar Teaching Hospital is highly affected by leadership styles and work load related stress, which are key factors. Rigid leadership styles result in increased workload, job dissatisfaction, and employee turnover. In order to improve the overall well-being and efficiency within a healthcare organization ,it is important to use participative leadership styles and adhere to excellence standards. This will help raise the level and standard of

leadership among the head medical staff. The findings indicated a positive correlation between the participative leadership style and the reduction of workplace stress. It reduces work-related stress among workers. Furthermore, the findings of this research will be beneficial for organizations, since many organizations strive for the highest possible rise in worker productivity. Hence, the choice of leadership style plays a crucial role in attaining the organizational objective of enhancing productivity. Organizations must choose an effective leadership style to maximize the productivity of their medical staff.

Recommendations

Senior management at Anbar Teaching Hospital must prioritize participatory leadership, transforming this attention into practical implementation through a work program or action plan. We also advocate for the need to foster relationships and interactions between leaders and employees, fostering trust that prioritizes the employee and showcases a leader's concern for them. His care for others may be evident in activities that involve participation towards a higher goal. These interactions have the potential to enhance working conditions and lessen workplace stress, a crucial aspect of participatory leadership. This, in turn, can lead to an increase in employee tasks, boost their well-being, and enhance the quality of the health services offered.

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