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The impact of participative leadership on psychological Hardiness: An Analytical Study of the Opinions of a Sample of Employees at the General Directorate of Education in Nineveh Governorate

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Abstract

The current research aims to test the extent of the impact of participative leadership across its dimensions (delegation of authority, participation in decision-making, human relations, communication and information building) on enhancing the psychological hardiness of employees in the departments of the General Directorate of Education in Nineveh Governorate. Participatory leadership is one of the contemporary leadership styles that enhances employee confidence, encourages open communication and employee participation in decision-making, and contributes to creating a positive organizational environment, which motivates the researcher to suggest it to increase levels of psychological Hardiness. The impact of participatory leadership may help the presence of an internal psychological variable such as psychological Hardiness in strengthening the personal factors and psychological aspects of the individuals working in the researched directorate.

The research relied on the questionnaire as the main tool for data and information collection, and the researchers adopted the descriptive-analytical approach, which was used to support the conceptual frameworks of the research. The General Directorate of Nineveh Education was chosen as the field of study. The population consisted of (1530) employees, from which a random sample of (304) employees was selected.

The researchers sought to test hypotheses using a number of statistical methods, most notably: frequencies, percentages, arithmetic mean, standard deviation, coefficient of variation, relative importance, Pearson correlation coefficient, and confirmatory factor analysis, utilizing the statistical software programs (SPSS V27) and (AMOS V24). The researchers reached a number of results, most notably the existence of a statistically significant impact relationship between the independent variable (participative leadership) and the dependent variable (psychological hardiness). The research concluded with a number of suggestions, the most important of which is directing the directorate's attention towards the psychological resilience of employees, as it represents a positive motivating factor that improves their performance in the directorate..

Introduction

Leadership is the primary driver for directing organizational behavior and building a positive work environment to achieve the organization's goals. In contemporary work environments characterized by rapid dynamic changes and continuous pressures, traditional leadership styles based on centralization are no longer able to meet these challenges (Robbins & Judge, 2019). Participative leadership has emerged as a modern management model based on empowering employees, involving them in decision-making, and sharing responsibilities. This contributes to creating a supportive and motivating organizational environment. The benefits of participative leadership are not limited to productive and organizational aspects, but extend to the psychological and behavioral dimensions of human resources. The human element is the most important pillar in overcoming obstacles, reflecting the individual's ability to commit, confront challenges, and view pressures as opportunities for growth and challenge rather than threats to psychological and professional stability. A leader who provides spaces for participation and support fosters a sense of control and authority among their subordinates (Maddi, 2013). Previous studies have focused on measuring the relationship of the impact of the variables of the current study with psychological variables such as burnout and other organizational variables such as job satisfaction. The reasons for choosing the variables of this research are due to the scarcity of previous studies (to the extent of the researcher's knowledge) on this topic and to determine the impact relationship that participative leadership practices have on developing psychological resilience among working individuals, and to obtain conclusions and provide recommendations and suggestions that benefit the field and future studies. Thus, the researcher seeks to provide an analytical study to test the impact relationship between the current variables, which provides administrative leaders with a guide on how to employ the participative qualities of leaders in developing the efficiency of human resources.

Section One: Methodological Framework of the Research

First: The Research Problem

Contemporary government organizations, including the Nineveh Education Directorate, face increasing challenges that require them to enhance employees' capabilities to confront workplace pressures and disturbances. The participative leadership style is one of the leadership styles that encourages dialogue,

participation in decision-making, information exchange, and building bridges of communication between leaders and employees.

Despite the importance of these two variables, practical reality may indicate a variation in the level of practicing participative leadership and the degree of psychological hardiness felt by employees within the Nineveh Education Directorate As shown in the appendix (1), raising questions about the nature of the relationship between them and the extent to which participative leadership can enhance employees' psychological hardiness.

Hence, the research problem is crystalized in attempting to answer the following main question:

- To what extent does participative leadership contribute to enhancing the psychological hardiness of employees in the Nineveh Education Directorate?

From this main question, several sub-questions branch out:

1. What is the level of practicing participative leadership in the investigated field?
2. What is the level of psychological hardiness among the employees in the investigated field?
3. Does participative leadership significantly affect the psychological hardiness of employees?

Second: Significance of the Research

- 1-The scarcity of previous studies linking variables as presented in this study.
- 2-Enriching administrative and behavioral literature by studying contemporary variables represented by participative leadership and psychological hardiness, and demonstrating the impact that participative leadership exerts on psychological hardiness.
- 3-Shedding light on one of the modern leadership styles, namely participative leadership, and demonstrating its importance in enhancing the psychological aspects of employees.
- 4-Contributing to expanding the theoretical understanding of the psychological hardiness variable and its role in the organizational environment, particularly in government organizations.
- 5-Providing practical indicators for management regarding the importance of enhancing employees' psychological hardiness to face work pressures and challenges.

Third: Research Objectives

The research aims to achieve a set of objectives as follows:

1. Measuring the availability level of participative leadership in the investigated field.

2. Determining the level of psychological hardiness among employees in the investigated field.
3. Testing the impact relationship between participative leadership and psychological hardiness in the investigated directorate.
4. Providing a set of recommendations to the administrators of the investigated directorate based on the research results.
5. To reveal the nature of the relationship of influence between participative leadership and psychological Hardiness in the researched field.

Fourth: Hypothetical Research Model

The hypothetical model in Figure (1) illustrates an idea expressing the current study based on the conceptual frameworks of both participative leadership and psychological hardiness. It relies on two main variables: the independent variable (Participative Leadership) with its dimensions representing (Delegation of Authority, Participation in Decision-Making, Human Relations, Communication and Information Building) As stated in (Al-Shammari and Al-Luqan, 2018) It was adopted because it suits the administrative reality in the directorate under study and is central to the work of the employees, the dependent variable is (psychological Hardiness) with its dimensions represented by (commitment, control, challenge), as stated in (Al-Moamari, 2019) Because it touches on the psychological aspect of the individual, his personal traits, and his abilities to deal with the external environment. .

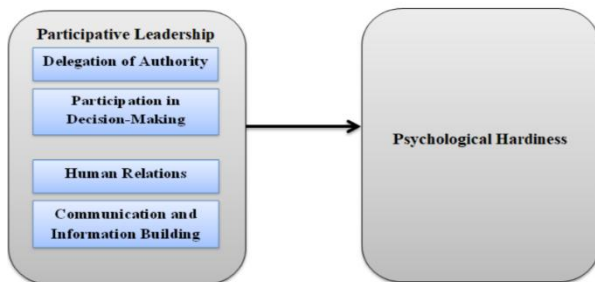


Figure (1): Hypothetical Research Model

(Source: Developed by the researchers)

Main Hypothesis: There is a statistically significant impact of participative leadership on psychological hardiness in the investigated field.

The following sub-hypotheses branch out from it:

1. There is a statistically significant positive relationship between delegation of authority and psychological hardiness.
2. There is a statistically significant positive relationship between participation in decision-making and psychological hardiness.
3. There is a statistically significant positive relationship between interpersonal relationships and psychological hardiness.
4. There is a statistically significant positive relationship between communication and information gathering and psychological hardiness.

Section Two: Theoretical Framework

First: Participative Leadership

Concept:

Leadership based on participation is not merely physical activity; rather, it means participation, engagement, and alignment with the work. Consequently, participative leadership is the motivation of individuals to contribute and showcase their talents, such as initiative and creativity, to achieve the organization's goals. Understanding and applying participative leadership is crucial and important. Concepts vary, and Table (1) illustrates these concepts from the perspective of various researchers.

Table (1): Concepts of Participative Leadership from the Perspective of Several Researchers

No	Source	Concept
1	Al-Rantisi, 2015: 24	A modern leadership style in which the leader involves subordinates in decision-making, consults them, respects their personalities and opinions, and relies on delegating part of his powers to employees in proportion to the responsibilities granted to them.
2	Moamari, 2019: 146	A modern leadership style in which the leader involves subordinates in decision-making, respects their opinions and viewpoints, and adopts the delegation of his powers to employees in line with the responsibilities assigned to them.
3	Usadolo S., 2020: 3	An administrative process in which the leader shares authority with employees who are equivalent in the hierarchical column of authority in decision-making and listens to their opinions.

4	Al-Subaie, 2021: 23-24	A type of decentralized leadership in decision-making, where leaders share this authority with subordinates.
5	Lehtonen, 2024: 96	An organizational phenomenon in which a small number of individuals share joint responsibility for the tasks of the administrative position in the organization.

(Source: Developed by the researchers based on the sources mentioned in the text)

From the table above, we note that both (Al-Rantisi, 2015) & (Maamari, 2019) focused on the social aspect by involving employees with leaders in decision-making and delegating authority to them, which stimulates respect and trust and increases their belonging to the organization.

While (Usadolo.S. 2020,(Lehtonen, 2024) & (AL Subaie, 2021) focused on the administrative aspect, the leader shares some of his powers with the employees to accomplish certain tasks regardless of their position in the organizational levels.

The researchers believe that participative leadership is one of the modern leadership styles characterized by its ability to adapt to surrounding conditions, flexibility in decision-making, and empowering employees to accomplish assigned tasks. It involves sharing tasks with top management, opening fields for practicing freedom and independence in expressing opinions, and enhancing human relations which facilitate information exchange, thereby encouraging decentralization in managing the directorate.

Dimensions of Participative Leadership:

1-Delegation of Authority: Delegation is the transfer of responsibility to subordinates to perform a specific task or make decisions in a certain activity. Delegation is an effective activity if the delegated person possesses the ability to bear responsibility to achieve the desired goals. Freedom and autonomy must be provided when delegating responsibilities to individuals to complete work (Zhang et al., 2017: 3). Upper management levels are responsible for administrative practices, and delegating some powers to employees at lower levels while maintaining critical decisions is a modern means of achieving accomplishment for employees. Abu Rumman (2019: 19) emphasizes that a primary part of delegating powers is done to evaluate the process and take corrective actions to address deviations, and it also helps top management monitor the performance of subordinates delegated with authority, along with the availability of personal communication channels between managers and delegated subordinates. Al-Shammari and Al-Luqan (2018: 71) state that delegation lies in providing sufficient time for leaders to accomplish high-priority tasks and activities related to planning, self-development, renewal, and innovation. Subordinates bear the results of their decisions, which helps the leader complete and

execute work. Through delegation, the leader can control work with continuous follow-up and evaluation. Delegation enhances trust among employees, increases their job belonging, and provides an opportunity to analyze problems, express opinions, and utilize employees' skills and capabilities.

- o *The researchers' view:* Delegation is the process of transferring powers and authorities from higher administrative levels to lower ones, which breaks barriers between the leader and subordinate, encourages the subordinate to show their skills and capabilities to complete tasks, and grants a space of freedom and autonomy to make decisions, thus motivating their spirit of initiative and self-monitoring to achieve job satisfaction and strengthen organizational commitment.

2- Participation in Decision-Making: Involving subordinates with the leader and collaborating together in decision-making ensures clarity of vision and exchange of views. Among its benefits: the participant in decision-making is more enthusiastic about its execution, which facilitates leadership's work, allows subordinates to express opinions, and contribute suggestions in everything concerning their work or activities. This has a significant impact on understanding and accomplishing work, recognizing the need for improvement and development, understanding the role performed by each individual, improving relationships among subordinates, raising morale, and allowing subordinates to use their talents, release latent energies, and benefit from their capabilities in areas they master (Al-Qaisi, 2010). According to Oluwatoyo et al. (2017: 195), the process of participation in decision-making leads to increasing the flexibility of employees, in addition to developing the qualifications and skills necessary to secure jobs in the organization, making it an attractive environment for distinguished academic and cognitive skills and capabilities. This is contrary to the past when the individual worker did not have a voice or opinion to express inside the organization regarding their work schedule and wages; hence, efforts have recently increased to enhance organizational efficiency, and employee participation has become a broad field of academic interest. Al-Hasnawi (2022: 44) views that the process of participation in decision-making in organizations is of great importance because it transforms ideas into actions and can cause a negative or positive impact since decisions are made under

uncertainty where the degree of risk and organizational threat is high. The process of participation in decision-making depends heavily on knowledge, experience, skills, attitudes, and values from the participation process itself.

- *The researchers' view:* Participation in decision-making is manifested through cooperation between the leader and subordinates, exchanging views, ideas, and suggestions to formulate decisions and reach the best solutions with high quality. This builds a positive, harmonious work environment characterized by flexibility to face complexities in the external environment, and to ensure the development of employees' skills and qualifications in a way that guarantees achieving the planned goals.
- 3- **Human Relations:** Human relations are considered the basis of administrative work because they concern attention to the affairs of individuals and groups, their motivations, and aspirations. Human relations are based on interactions among employees, either formally or informally, in aspects of individuals' personal work life and skill communication. Furthermore, human relations are the ways in which employees relate to one another and how they work in groups and teams, satisfying all individual and collective needs (Lawrence, 2014: 53). Sankar & Jeyakumaran (2019: 1312) mentioned that human relations are extremely critical in all organizations that seek to maintain these relations, which in turn will achieve goals. Business organizations constantly attempt to preserve human relations by enhancing trust between employees and the organization, thereby achieving a positive environment to improve organizational performance. Layachi & Karima (2023: 23) indicated that human relations refer to the manager's efforts to build a relationship with subordinates and consider them part of the family, manifested in treating them with humility, sharing their joys and sorrows, helping them solve their problems, and considering their needs and circumstances.
- *The researchers' view:* Human relations are a set of social interactions among individuals represented by the human resource present in the organization. With increasing complexities and intense competition in the external environment, it has become necessary to use flexible practices by providing an atmosphere of cooperation based on trust and motivating the moral side to be able to adapt to rapid challenges. Increased attention to this resource would improve the quality of services provided, develop the organization, and reduce employee turnover.
- 4- **Communication and Information Building:** The skills and nature of communication in the organization are shaped by adopting an employee-centered approach. Communication is a highly critical skill as

it provides close relationships between leaders and employees, and opportunities to influence conversations, impressions, and attitudes, allowing for increased productivity, rapid problem-solving, and early warning of potential risks. Bolisani & Bratianu (2017: 233-234) explained that obtaining information, which constitutes knowledge, is the primary resource for competitiveness and plays a role in improving and developing the organization's ability to perform work under the turbulent environment in which organizations live, where uncertainty increasingly prevails, leading to less access to information, which affects identifying and formulating the organization's vision and goals. Hanif et al. (2020: 96-98) see that information is a main part of knowledge, which is considered an essential intangible resource for the organization and a fundamental pillar for building a sustainable competitive advantage effectively. Strong management must exist to face threats and obtain information from internal and external sources. In the twenty-first century, knowledge has become the most important economic value for the organization, being the primary source of the organization's assets and properties and the basis of organizational superiority. Information exchange will enhance its value and generate more ideas by influencing the ideas of others.

- *The researchers' view:* Communication and information building is a sequential process based on accurate understanding, interpretation, data analysis, idea formulation, policies, directives, and systems, and the possibility of transferring and absorbing them to benefit from coordination among organizations in the world of knowledge and information revolution. By providing encouraging practices to help employees innovate and present creative ideas, a knowledge base is formed that enables the organization to develop and survive, increases the sense of belonging to the organization, identifies their needs and requirements, and works to meet them.

Second: Psychological Hardiness

Concept:

Psychological hardiness is manifested as an individual's personality style that includes interrelated orientations of commitment, control, and challenge. Individuals find it easy to engage in all actions and are generally characterized by curiosity and interest in activities and people. People with high control act as if they are capable of influencing surrounding events through their actions or words, while challenge involves the expectation that life will change and that change will be an incentive for personal development (Kobasa et al., 1985: 525). Maddi (2004) views that psychological hardiness is a practical embodiment of existential courage, helping the individual pursue the future despite uncertainty in the external environment.

It acts as a protective factor against stressors and enhances individual performance, behavior, and morale. Darvishzadeh & Bozorgi (2016: 171) explained that psychological hardiness consists of several traits that help individuals resist stressful situations. These three traits are interrelated: commitment, control, and challenge. People with psychological hardiness traits are characterized by the ability to resist life pressures and use adaptive strategies focused on problem-solving and dealing with stressors.

(Houssam El-Din,2023: 93) believes that psychological hardiness has multiple personality characteristics that give the individual the ability to face pressures with comfort and clarity, and that the true mental strength of individuals lies in flexibility and the ability to adapt to challenges.

- *The researchers' view:* Psychological hardiness is one of the personality components of the individual that affects psychological aspects, enabling them to commit to accomplishing assigned tasks and activities with the ability to control surrounding conditions and face stressful life challenges. This reduces negative effects and increases self-confidence and strength toward making decisions and expressing opinions to serve the directorate's work.

Dimensions of psychological Hardiness:

1-Commitment: (Khanfar, 2014: 16) believes that commitment means the individual's adoption of specific values, goals, principles, and objectives, and the extent of his adherence to them and his full responsibility towards them, towards himself and his society in general. Thus, it reflects the extent of the individual's psychological Hardiness. (Qaisy, 2016: 2) considers commitment to be a psychological contract that makes the person committed towards himself, his motives, values, and orientations on the one hand, and towards others and what they possess of feelings, emotions, beliefs, principles, values, and his beliefs about work. Jawad (2025: 673) stated that commitment represents an individual's ability and awareness to formulate and achieve goals, appreciate capabilities, and participate in life's activities. It includes a pledge to oneself and others, positive interaction, and awareness of all surprises and pressures. It encompasses any human interaction with various activities and tasks, the ability to benefit from negative events, learn from them, and avoid them in the future.

The researchers views commitment as a psychological contract between the individual and their values, principles, and beliefs. It enables them to formulate goals, confront pressures and obstacles within the organization, and remain steadfast in their decisions and their belief in the possibility of achieving their planned objectives. Its defining characteristic is the ability to learn from negative events, transforming them

into opportunities for growth and progress, and to overcome similar situations in the future.

2- **Challenge** :(Al-Abdali,2018: 30) argues that the challenge lies in an individual's ability to cope with both positive and negative events, which are natural and necessary for growth and progress, and to effectively and efficiently address problems. These events foster feelings of hope and optimism, encouraging acceptance of new experiences. Therefore, the presence of common experiences and feelings of threat, while seemingly superficial, can trigger change. A positive approach to change leads to maturity, not a threat to security.

The researcher believes the challenge lies in the capacity for change, the ability to adapt and respond to environmental fluctuations, and the capacity to overcome them. Individuals are characterized by flexibility and openness to accepting unexpected and surprising events, and by learning from negative experiences and transforming them into opportunities for positive growth and advancement.

The relationship between (participative leadership, psychological Hardiness)

indicated (Allam, 2023: 294) that leadership represents an essential factor that enhances employee behavior and in turn affects the achievement of high commitment in organizations. It is a feature of great importance that strengthens the bonds of connection between employees and the values and principles in the organization, which leads to raising the ceiling of positive expectations among employees regarding the decisions of leaders and creating mutual trust between them and contributes to increasing organizational loyalty.(Maamri, 2019:144) indicated that participation is a behavioral process with a psychological dimension that helps individuals fulfill their needs, achieve self-actualization, and gain social recognition. Participation is a democratic phenomenon in senior management, achieved through organizational effectiveness, employee training and development, motivation, and encouragement, thus involving employees in all administrative processes within the organization.

The researchers: believes that participatory leadership in organizations increases the psychological Hardiness of employees, increases self-confidence, and enables them to make decisions without anxiety and fear of being exposed to threats and penalties at work.

Section Three: Practical Framework

First: Description and Diagnosis of Research Variables

Participative Leadership

1. Delegation of Authority:

Table (2) shows the items (X1-X5) representing the dimension of delegation of authority. This dimension possessed a mean of (3.75), a standard deviation of (0.95), and a relative importance of (0.75). The general

agreement percentage for this dimension reached (67.04%), which is a high percentage, meaning that employees in the investigated directorate possess delegation of authority, indicating flexibility and the ability to accomplish tasks independently. Item (X1) "The directorate's management clearly delegates powers" contributed significantly to enriching this dimension, achieving the highest agreement percentage among the items of this dimension at (78.61%), with an arithmetic mean of (4.02) (higher than the hypothetical mean of 3), a standard deviation of (0.77), and a relative importance of (0.80), indicating a broad level of delegation granted to employees by their leaders. Item (X4) "I practice my powers freely during the delegation period without direct intervention from my supervisors at work" achieved the lowest agreement percentage at (55.59%), with a mean of (3.55), a standard deviation of (1.09), and a relative importance of (0.71), which may be due to high work pressures that require extensive experience to complete tasks rapidly.

Table (2): General Average, Frequencies, Percentages, Arithmetic Means, Standard Deviations, and Relative Importance for the Dimension of Delegation of Authority

paragraphs	Response scale										Arithmetic mean	Standard deviation	Relative importance
	Strongly agree (1)		Agree (2)		Neutral (3)		Disagree (4)		I strongly disagree (5)				
	No.	%	No.	%	No.	%	No.	%	No.	%			
X1	81	26.64	158	51.97	55	18.09	9	2.96	1	0.33	4.02	0.77	0.80
X2	52	17.11	150	49.34	67	22.04	30	9.87	5	1.64	3.70	0.92	0.74
X3	89	29.28	148	48.68	53	17.43	9	2.96	5	1.64	4.01	0.86	0.80
X4	64	21.05	105	34.54	78	25.66	47	15.46	10	3.29	3.55	1.09	0.71
X5	49	16.12	123	40.46	78	25.66	35	11.51	19	6.25	3.49	1.09	0.70
Overall rate		22.04		45.00		21.78		8.55		2.63	3.75	0.95	0.75

Source: Developed by the researchers based on SPSS V.26 outputs,

2. Participation in Decision-Making:

Table (3) shows items (X6-X10) representing the dimension of participation in decision-making. This dimension possessed a mean of (3.67), a standard deviation of (0.96), and a relative importance of (0.73). The general agreement percentage for this dimension reached (61.12%), which is a moderate percentage, indicating that employees in the investigated directorate possess the ability to participate in decision-making. Item (X6) "The directorate's management allows participation in solving problems that occur during work" was the most contributing item to enriching this dimension, achieving the highest agreement percentage among its variables at (66.12%), with a mean of (3.75) (higher than the hypothetical mean of 3), a standard deviation of (0.91), and a relative importance of (0.75), which is considered positive due to the variation in age groups and employee experiences. Item (X9) "The

directorate's management encourages discussing decisions that have been made transparently with employees" achieved the lowest agreement percentage at (56.58%), with a mean of (3.56), a standard deviation of (1.01), and a relative importance of (0.71%) Comparing this value to the values of other dimensions in the same variable .

Table (3): General Average, Frequencies, Percentages, Arithmetic Means, Standard Deviations, and Relative Importance for the Dimension of Participation in Decision-Making

paragraphs	Response scale										Arithmetic mean	Standard deviation	Relative importance
	Strongly agree (1)		Agree (2)		Neutral (3)		Disagree (4)		I strongly disagree (5)				
	No.	%	No.	%	No.	%	No.	%	No.	%			
X6	61	20.07	140	46.05	72	23.68	29	9.54	2	0.66	3.75	0.91	0.75
X7	52	17.11	129	42.43	82	26.97	38	12.50	3	0.99	3.62	0.94	0.72
X8	57	18.75	120	39.47	91	29.93	29	9.54	7	2.30	3.63	0.97	0.73
X9	54	17.76	118	38.82	82	26.97	44	14.47	6	1.97	3.56	1.01	0.71
X10	72	23.68	126	41.45	76	25.00	25	8.22	5	1.64	3.77	0.96	0.75
Overall rate		19.47		41.65		26.51		10.86		1.51	3.67	0.96	0.73

Source: Developed by the researchers based on SPSS V.26 outputs,

3. Human Relations:

Table (4) shows items (X11-X15) representing the dimension of human relations. This dimension possessed a mean value of (3.64), a standard deviation of (0.98), and a relative importance of (0.73%). The general agreement percentage for this dimension reached (59.15%), which is a moderate percentage, indicating the presence of social interactions, cooperation, and communication fields among employees themselves and with top leadership. Item (X12) "The directorate's management is keen on gaining the trust of employees to improve the relationship between them" contributed to enriching this dimension, achieving the highest agreement percentage among its variables at (65.13%), with a mean of (3.75) (higher than the hypothetical mean of 3), a standard deviation of (0.89), and a relative importance of (0.75%), which indicates good social relations resulting from job experience and breaking the barriers of rigidity. Item (X14) "The directorate's management is keen on raising levels of job satisfaction among employees" achieved the lowest agreement percentage at (52.63%), with a mean of (3.53), a standard deviation of (1.08), and a relative importance of (0.71%), indicating low levels of job satisfaction in the investigated directorate, which negatively affects employees' psyche and consequently task accomplishment.

Table (4): General Average, Frequencies, Percentages, Arithmetic Means, Standard

Deviations, and Relative Importance for the Dimension of Human Relations

paragraphs	Response scale										Arithmetic mean	Standard deviation	Relative importance
	Strongly agree (1)		Agree (2)		Neutral (3)		Disagree (4)		I strongly disagree (5)				
	No.	%	No.	%	No.	%	No.	%	No.	%			
X11	62	20.39	130	42.76	80	26.32	24	7.89	8	2.63	3.70	0.97	0.74
X12	59	19.41	139	45.72	82	26.97	20	6.58	4	1.32	3.75	0.89	0.75
X13	56	18.42	107	35.20	104	34.21	29	9.54	8	2.63	3.57	0.98	0.71
X14	63	20.72	97	31.91	94	30.92	37	12.17	13	4.28	3.53	1.08	0.71
X15	59	19.41	127	41.78	83	27.30	24	7.89	11	3.62	3.65	1.00	0.73
Overall rate	19.67		39.4 ^A		29.14		8.82		2.89		3.64	0.98	0.73

Source: Developed by the researchers based on SPSS V.26 outputs,

4. Communication and Information Building:

Table (5) shows items (X16-X20) representing the dimension of communication and information building. This dimension possessed a mean value of (3.92), a standard deviation of (0.87), and a relative importance of (0.78%). The general agreement percentage for this dimension reached (72.04%), which is the highest agreement percentage compared to the other dimensions of the independent variable. It is a high percentage indicating the knowledge possessed by the investigated directorate, which is considered a competitive capability that plays a role in improving and developing work. Item (X16) "I share information or data needed by my colleagues to accomplish work" contributed to enriching this dimension, achieving the highest agreement percentage among its variables at (82.9%), with a mean of (4.12) (higher than the hypothetical mean of 3), a standard deviation of (0.83), and a relative importance of (0.82%), which indicates cooperation and harmony among colleagues characterized by highest degrees of transparency and credibility. Item (X20) "The directorate's management provides the necessary information to ensure that employees understand their required tasks accurately" achieved the lowest agreement percentage at (65.79%), with a mean of (3.85), a standard deviation of (0.95), and a relative importance of (0.77%), showing that the directorate provides all critical requirements and helps employees acquire the experience and qualifications needed to perform assigned tasks accurately.

Table (5): General Average, Frequencies, Percentages, Arithmetic Means, Standard Deviations, and Relative Importance for the Dimension of Communication and Information Building

paragraphs	Response scale										Arithmetic mean	Standard deviation	Relative importance
	Strongly agree (1)		Agree (2)		Neutral (3)		Disagree (4)		I strongly disagree (5)				
	No.	%	No.	%	No.	%	No.	%	No.	%			
X16	106	34.87	146	48.03	37	12.17	13	4.28	2	0.66	4.12	0.83	0.82
X17	90	29.61	132	43.42	75	24.67	7	2.30	0	0.00	4.00	0.80	0.80
X18	58	19.08	155	50.99	68	22.37	19	6.25	4	1.32	3.80	0.86	0.76
X19	75	24.67	133	43.75	73	24.01	19	6.25	4	1.32	3.84	0.91	0.77
X20	84	27.63	116	38.16	82	26.97	17	5.59	5	1.64	3.85	0.95	0.77
Overall rate	27.17		44.87		22.04		4.93		0.99		3.92	0.87	0.78

Source: Developed by the researchers based on SPSS V.26 outputs,

Psychological Hardiness

Table (6) shows items (Y1-Y15) representing the psychological hardiness variable. This variable possessed a mean value of (4.05), a standard deviation of (0.8), and a relative importance of (0.81%). The general agreement percentage for this variable reached (78.79%), which is a high percentage indicating a high capacity to handle and adapt to physical and mental pressures. Item (Y3) "I see myself committed to work regulations" contributed to enriching this variable, achieving the highest agreement percentage at (87.17%), with a mean of (4.23) (higher than the hypothetical mean of 3), a standard deviation of (0.77), and a relative importance of (0.85%), indicating high commitment by employees to adhere to work laws and regulations. Item (Y8) "My belief that the events I go through are the result of my previous plans" achieved the lowest agreement percentage at (64.8%), with a mean of (3.75), a standard deviation of (0.92), and a relative importance of (0.75%), indicating great confidence among employees and bearing responsibility for the events they experience.

Table (6): General Average, Frequencies, Percentages, Arithmetic Means, Standard Deviations, and Relative Importance for the Psychological Hardiness Variable

paragraphs	Response scale										Arithmetic mean	Standard deviation	Relative importance
	Strongly agree (1)		Agree (2)		Neutral (3)		Disagree (4)		I strongly disagree (5)				
	No.	%	No.	%	No.	%	No.	%	No.	%			
Y1	81	26.64	160	52.63	56	18.42	6	1.97	1	0.33	4.03	0.75	0.81
Y2	104	34.21	157	51.64	38	12.50	4	1.32	1	0.33	4.18	0.72	0.84
Y3	120	39.47	145	47.70	32	10.53	4	1.32	3	0.99	4.23	0.77	0.85
Y4	103	33.88	145	47.70	44	14.47	11	3.62	1	0.33	4.11	0.80	0.82
Y5	99	32.57	148	48.68	38	12.50	18	5.92	1	0.33	4.07	0.85	0.81
Y6	101	33.22	136	44.74	42	13.82	22	7.24	3	0.99	4.02	0.92	0.80
Y7	75	24.67	158	51.97	57	18.75	13	4.28	1	0.33	3.96	0.80	0.79
Y8	65	21.38	132	43.42	74	24.34	32	10.53	1	0.33	3.75	0.92	0.75
Y9	88	28.95	138	45.39	59	19.41	16	5.26	3	0.99	3.96	0.89	0.79
Y10	304	40.79	113	37.17	44	14.47	14	4.61	9	2.96	4.08	1.00	0.82
Y11	89	29.28	161	52.96	42	13.82	12	3.95	0	0.00	4.08	0.76	0.82
Y12	70	23.03	141	46.38	72	23.68	18	5.92	3	0.99	3.85	0.88	0.77
Y13	104	34.21	140	46.05	51	16.78	7	2.30	2	0.66	4.11	0.81	0.82
Y14	107	35.20	131	43.09	51	16.78	15	4.93	0	0.00	4.09	0.84	0.82
Y15	117	38.49	141	46.38	33	10.86	11	3.62	2	0.66	4.18	0.82	0.84

Source: Developed by the researchers based on SPSS V.26 outputs,

Fourth: Analysis of the Impact Relationship Between Research Variables.

Main Hypothesis: There is a statistically significant impact of participative leadership on psychological hardiness in the investigated field.

Table (7) and Figure (2) indicates a positive impact of participative leadership on psychological hardiness, as evidenced by the regression coefficient value Estimate (beta) which reached (0.45). This impact is statistically significant based on the P-value, which reached (0.005), being less than (0.05). The same result is confirmed by the positive signs of both the lower and upper bounds of the 95% Confidence Interval. The value of the coefficient of determination (R-square) shows that (26%) It is a non-standard value of the changes occurring in (Psychological Hardiness) are caused by (Participative Leadership), while the remaining percentage of (74%) is attributed to other variables not included in the regression model.

Table (7): Results of the Impact of Participative Leadership on Psychological Hardiness

Independent variable	Direction of impact	Dependent variable	Regression coefficient Estimate(β)	Determinati on coefficient R-square	95% Confidence Interval		P-value
					Lower	Upper	
Participative Leadership	→	Psychological Hardiness	0.45	0.26	0.261	0.736	0.005

Source: Developed by the researchers based on SPSS V.26 outputs,

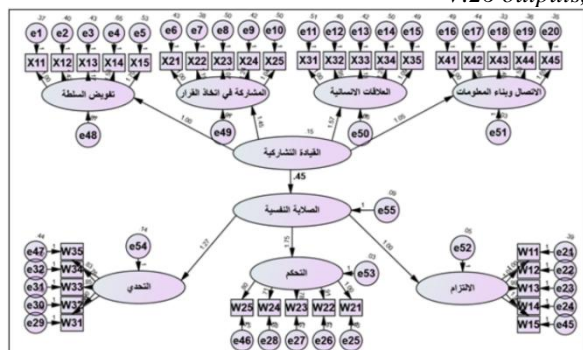


Figure (2) The relationship between participative leadership and psychological Hardiness

Source: Statistical programming output (Amos V24)

The following sub-hypotheses branch out from the main hypothesis:

1. Table (8) and Figure (3) There is a positive effect of delegation of authority on psychological Hardiness, as indicated by the value of the regression coefficient Estimate(β), which reached (0.80). This effect is statistically significant as indicated by the probability value (P-value), which reached (0.014), and this value is less than (0.05). The same result also indicates the positive sign of both the lower and upper limits of the 95% confidence interval, as both appeared with a positive sign. This indicates that increasing the use of delegation of authority will increase the rates of psychological Hardiness among

employees, and it indicates acceptance of the hypothesis that states: “There is a statistically significant effect of delegation of authority on psychological Hardiness.”

2. Table (8) and Figure (3) There is a positive effect of participation in decision-making on psychological Hardiness, as indicated by the value of the regression coefficient Estimate(β), which reached (0.73). This effect is significant as indicated by the probability value (P-value), which reached (0.019), and this value is less than (0.05). The same result indicates the sign of both the lower and upper limits of the confidence interval (95% Confidence Interval), as each of them appeared with a positive sign. This indicates that increasing the use of participation in decision-making will increase the rates of psychological Hardiness among employees, and it indicates acceptance of the hypothesis that states: “There is a significant effect of participation in decision-making on psychological Hardiness”.

3. Table (8) and Figure (3) There is a positive effect of human relations on psychological Hardiness, as indicated by the value of the regression coefficient Estimate(β), which reached (0.78). This effect is statistically significant as indicated by the probability value (P-value), which reached (0.014), and this value is less than (0.05). The same result also indicates the positive sign of both the lower and upper limits of the 95% confidence interval, as both appeared with a positive sign. This indicates that increasing the use of human relations will increase the rates of psychological Hardiness among employees, and it indicates acceptance of the hypothesis that states: “There is a statistically significant effect of human relations on psychological Hardiness.”

4. Table (8) and Figure (3) There is a positive effect of communication and information building on psychological resilience, as indicated by the value of the regression coefficient Estimate(β), which reached (0.79). This effect is significant as indicated by the probability value (P-value), which reached (0.014), and this value is less than (0.05). The same result indicates the sign of both the lower and upper limits of the confidence interval (95% Confidence Interval), as each of them appeared with a positive sign. This indicates that increasing the use of communication and information building will increase the rates of psychological resilience among employees, and it indicates acceptance of the hypothesis that states: “There is a significant effect of communication and information building on psychological resilience.”

Table (8): Results of the Impact of Participative Leadership Dimensions on Psychological Hardiness

Independent variable	Direction of impact	Dependent variable	Regression coefficient Estimate(β)	Determinant coefficient R-square	95% Confidence Interval		P-value
					Lower	Upper	
Delegation of Authority	→	Psychological Hardiness	0.80	0.404	0.152	0.513	0.014
Participation in Decision-Making	→		0.73	0.422	0.117	0.316	0.019
Human Relations	→		0.78	0.463	0.144	0.433	0.014
Communication and Information Building	→		0.79	0.544	0.281	0.637	0.014

Source: Developed by the researchers based on SPSS V.26 outputs,

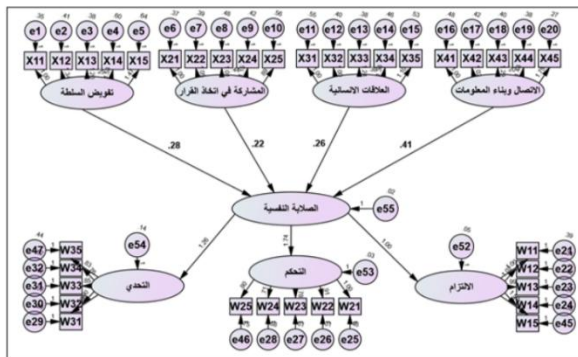


Figure (3) shows the relationship between the impact of participative leadership dimensions on Psychological Hardiness.

Source: Developed by the researcher in light of statistical analysis results using AMOS V24

Section Four: Conclusions and Recommendations

First: Conclusions

The researchers reached several conclusions, which are:

1. There is a positive indicator from the individuals in the study sample toward the items of participative leadership dimensions in the investigated directorate, and this variable received significant attention from employees. The communication and information building dimension received high attention, indicating that the directorate provides means of communication and information exchange (both formal and informal), allowing access among colleagues without obstacles, which increases the spirit of cooperation and harmony. The human relations dimension received less attention compared to other dimensions, indicating lower levels of social interactions in the directorate. Thus, activating the participative leadership style will motivate and encourage employees to exert efforts to elevate the directorate to high levels of excellence and creativity (Allam, 2023: 294).
2. A high level of interest in the psychological hardiness variable was revealed through respondents' answers, serving as an indicator of the field's focus on this variable. This indicates employees' adherence to work regulations and laws, which is a positive behavior that motivates the psychological side and

strengthens their determination and hardiness toward difficult situations and challenges facing the field (Houssam El-Din,2023: 93).

3. The research results showed a significant impact between participative leadership and psychological hardiness at the aggregate level and at the sub-dimension level. This explains that participative leadership contributes to improving the work climate and increases employees' trust in their leaders by involving them in decision-making, finding solutions, and benefiting from their qualifications and experiences, reflecting positively on achieving the directorate's goals.

Second: Recommendations

1. Enhancing the adoption of participative leadership practices in the General Directorate of Education in Nineveh Governorate by encouraging a language of dialogue and shared communication based on mutual trust and respect, and involving employees in problem-solving and decision-making to enhance their sense of importance and influence within the work environment.
2. Expanding the base of human relations and social interactions through conducting introductory sessions to exchange views among employees, encouraging a spirit of cooperation and teamwork, and giving priority to the human resource as the main driver for accomplishing the directorate's work.
3. Directing the directorate to pay attention to the psychological hardiness of employees, as it represents a positive motivating factor that improves their performance by enhancing their ability to control and manage sudden job and life circumstances, challenge difficulties, and adapt and respond to changes, thereby contributing to finding a more stable and cohesive environment to confront pressures.

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Dear Sirs/Madams,

Greetings.

Please answer the questions in the table below. This survey aims to identify the nature of the organizational climate prevailing in the Directorate General of Education in Nineveh Governorate and the extent to which participatory leadership impacts psychological Hardiness within the work environment.

Note: All answers are confidential and will be used for scientific research purposes only.

Please answer by placing a checkmark (✓) in the box you deem appropriate.

No.	Questions	yes	No
1	The directorate's management clearly delegates powers.	% 36	%64
2	The directorate's management allows participation in solving problems that occur during work.	%52	%48
3	The directorate's management provides a positive work environment.	%24	%76
4	Making the required information available within the directorate contributes to unifying the vision and clarifying the objectives.	%20	%80
5	I have the ability to overcome the difficulties and challenges I face at work.	%20	%80
6	Have a flexible mindset when dealing with individuals with fluctuating moods.	%32	%68
7	Turn fear and anxiety into learning opportunities.	%36	%64

Appendix (1)

Preliminary survey questionnaire