International Journal on Economics, Finance and Sustainable Development (IJEFSD)

e-ISSN: 2620 – 6269
p-ISSN: 2615 - 4021

Volume: 8 Issue: 2 | June 2026

https://journals.researchparks.org/index.php/IJEFSD

Article

The Role of Participative Leadership in Reducing Job Alienation: A Survey Study of the Opinions of a Sample of Employees at the Tikrit Municipality Directorate

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Abstract: The purpose of this research was: To identify the role of participative leadership, dimensions of job alienation, and their dimensions in reducing job alienation, dimensions of employees at the Directorate of Tikrit Municipality. Data collection method employed in the study was descriptive-analytical approach with a questionnaire as the main data collection tool. Analysis of the data was performed by descriptive statistical method (arithmetic mean, standard deviation, and coefficient of variation), Pearson correlation analysis, simple and multiple linear regression analyses using SPSS software. The study population was all employees and working staff of the Tikrit Municipality Directorate at different levels of administration, technical and service, who amounted to (155) male and female employees. A representative random sample was created and (124) employees were sent the questionnaire. Of that number (119) were recovered. After screening, (114) questionnaires were used for analysis.After screening (5) questionnaires were found invalid for analysis. Results of the research led to several conclusions with the most salient being that there was a statistically significant correlation between participative leadership and job alienation. This means that in order to reduce job alienation, participative practices must be strengthened. The study also provided some recommendations, the major one being to use the participative leadership model as a strategic alternative in building the organizational setting and enhancing employees' professional adjustment.

Keywords: Participative Leadership, Job Alienation, Tikrit Municipality Directorate

Citation: Khudhur, A. E. The Role of Participative Leadership in Reducing Job Alienation: A Survey Study of the Opinions of a Sample of Employees at the Tikrit Municipality Directorate. International Journal on Economics, Finance and Sustainable Development (IJEFSD) 2026, 8(2), 321-336

Received: 13th Mar 2026
Revised: 28th Apr 2026
Accepted: 15th May 2026
Published: 30th Jun 2026

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1. Introduction

The world of organizations has changed quickly in recent years that has forced government and service organizations to rethink their leadership practices and create a 'new' leadership style that can improve human resource efficiency and encourage staff to work in an efficient manner to meet the organization's strategic goals. Participative Leadership has become an important independent variable in the modern thought of management. It is based on taking part of the employees in decision-making, delegating authority, and open communication, which enables the employees to have a sense of responsibility and value in the workplace.

On the other hand, numerous institutions encounter behavioral and psychological problems which cause the performance of their employees to be negatively influenced, and most obviously is Work Alienation (dependent variable). This is seen in the employees' sense of isolation, lack of meaning, lack of control and emotional disengagement from the work system and can have a negative impact on organisational commitment and the delivery of service to the public. In this context the relevance of investigating the role of participative leadership practices becomes clear, because of their remedial and prophylactic role in reducing the job alienation phenomena and the negative effects.

The study's practical value is based on its use of the public services sector in the context of a survey study of the opinions of a sample of staff members at the Tikrit Municipality Directorate. The directorate is regarded as one of the most important service institutions whose activities has significant impact on the vitality of the local community. Thus, the study of the prevailing leadership style in the directorate and how this influences the psychological and occupation health of workers in the institution is very important to improve the performance of the institution.

2. Materials and Methods

First: Research Problem

The government service institutions problems such as the Tikrit Municipality Directorate in relation to the current administrative style and its effect on the psychological and occupational health of employees constitute the research problem. Although the services rendered by the directorate are very important due to their close relationship with citizens' daily life, some administrative units may have a traditional or centralized concept or approach, which may lead to the feeling of marginalization of workers and reduce their role in decision-making.

This centralization has an adverse impact on the work environment, which creates a variety of forms of job alienation (such as lack of influence, lack of meaning and purpose in work, and feeling isolated at the organization). In this regard the problem of the study is formulated in the main question mentioned below: What is the role of the dimensions of participative leadership in reducing job alienation among employees of the Directorate of Tikrit Municipality?

To comprehensively address the research problem, the following sub-questions are derived from the main question:

1. What is the level of implementation of participative leadership dimensions from the perspective of employees at the Tikrit Municipality Directorate?
2. What is the prevailing level of job alienation among employees at the directorate?
3. Is there a statistically significant correlation between participative leadership practices and job alienation among the research sample?
4. Is there a statistically significant effect of the dimensions of participative leadership, both collectively and individually, in reducing job alienation among employees at the Tikrit Municipality Directorate?

Second: Research Significance

Providing a theoretical framework that links the dimensions of participative leadership (participation in decision-making, delegation of authority, and knowledge sharing) to reducing manifestations of job alienation (powerlessness, meaninglessness, and isolation).

Applying the research to a key service institution, namely the Tikrit Municipality Directorate, whose performance directly affects the lives of citizens and the local community.

Providing administrative leaders with field-based insights into how to transition from centralization to empowerment and delegation of authority in order to improve the work environment.

Clarifying the remedial and preventive effects of participative leadership practices in eliminating feelings of powerlessness, dependency, and organizational isolation among personnel.

Providing practical recommendations that contribute to enhancing employees' loyalty and commitment, thereby positively affecting the quality of municipal services provided to the public.

Third: Research Objectives

This research primarily seeks to identify the implications of implementing participative leadership within the organizational environment of the Tikrit Municipality

Directorate and to determine the extent to which it contributes to reducing levels of job alienation among its personnel.

The specific research objectives are as follows:

1. Diagnosing the actual extent to which administrative leaders at the Tikrit Municipality Directorate adopt the dimensions of participative leadership from the employees' perspective.
2. Measuring the prevalence of manifestations of job alienation among the directorate's personnel.
3. Identifying the nature and type of the statistically significant correlation between the independent variable (participative leadership and its dimensions) and the dependent variable (job alienation and its manifestations).
4. Determining the magnitude of the statistically significant effect of participative leadership dimensions in reducing the levels and severity of job alienation among employees.
5. Developing a set of scientific and field-based recommendations for decision-makers at the Tikrit Municipality Directorate to enhance transparency and administrative participation and provide a motivating work environment that fosters organizational belonging at both the institutional and psychological levels.

Fourth: Research Hypotheses

First Main Hypothesis: There is a statistically significant correlation between participative leadership and job alienation. This hypothesis is divided into the following sub-hypotheses:

1. There is a statistically significant correlation between the dimension of participation in decision-making and job alienation in its various dimensions.
2. There is a statistically significant correlation between the dimension of delegation of authority and job alienation in its various dimensions.
3. There is a statistically significant correlation between knowledge sharing and job alienation in its various dimensions.
4. Second Main Hypothesis: Participative leadership has a statistically significant effect on job alienation. This hypothesis is divided into the following sub-hypotheses:
5. Participation in decision-making has a statistically significant effect on job alienation in its various dimensions.
6. Delegation of authority has a statistically significant effect on job alienation in its various dimensions.
7. Knowledge sharing has a statistically significant effect on job alienation in its various dimensions.

Fifth: Hypothetical Research Model

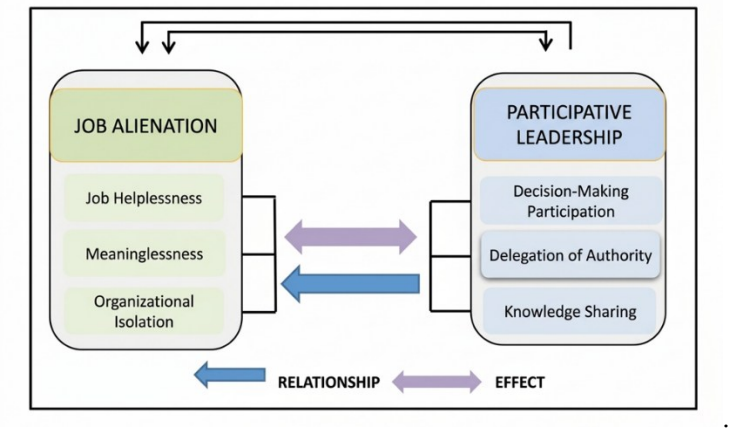


Figure 1. Hypothetical Research Model
Source: Prepared by the Researcher

Sixth: Research Methodology

This research employed descriptive-analytical method, because it is the most suitable method in achieving the objectives of the research and the phenomenon to be studied. The method used is descriptive method by means of questionnaires, which is then followed by classification and statistical analysis to get correlations and effects between the research variables and formulating significant indicators that can explain the correlations and effects between the studied variables.

Seventh: Research on Population and Sample.

In the present study, the population is all employees and workers of the Municipality Directorate of Tikrit at various administrative, technical and service levels including (155) male and female employees. The random sampling method was used to select a representative sample of personnel for the purpose of collecting field data for the study and 124 questionnaires were distributed in the directorate. From those, (119) questionnaires were collected, which resulted in a response rate of (95.96%). The retrieved questionnaires were subjected to preliminary screening and the completeness and validity of the answers were checked, and (5) questionnaires were not suitable for statistical analysis because of the incompleteness of the data or the answers were too pattern. Accordingly, valid questionnaires for statistical analysis of the results that would be obtained from the questionnaires reached (114) or (91.93%) of the total questionnaires distributed and (73.54%) of the total research population. It is statistically representative and scientifically acceptable in order to conclude from the processed results of research and generalize.

3. Result

The Theoretical Framework of the Research is the second part of the thesis.The second part of the thesis is the Theoretical Framework of the Research.

Participative Leadership

First: The Concept of Participative Leadership

Participative Leadership is a form of leadership in which the employees are included in decision-making and the executive power is delegated to these employees, this is to increase the level of their commitment to the organization and their job satisfaction [1]. This leadership style helps to build an interactive work environment where the leader and employees exchange information openly and continuously through transparency, communication and feedback [2]. Recent organizational literature suggests that giving employees opportunities to participate in the process of setting goals and making policies allows them to feel important and responsible, which can then decrease symptoms of organizational and psychological alienation at work [3]. In service and governmental environments, participative leadership also depends on knowledge sharing and to stimulate creative thinking that can enable them to tackle complex issues collectively and not through a monopoly of authority and decision making [4]. Empowering employees and giving them a chance to participate, which is proven by behavioral studies, would decrease employee turnover rates and increase employee innovation and self-initiative, as long as there is a real delegation and the authority given is comparable to the responsibilities assigned to it [5]. This changes the nature of a field leader from just a person who dictates orders to a person who helps with the psychological and organizational stability of human resources (HR) [6].

Second: The Importance of Participative Leadership

Participative leadership is a new administration paradigm, which has significant contributions to the quality of institutional performance and contributes to the psychological health of employees. [7] In addition to its direct influences on creating an innovative environment and facilitating knowledge exchange and synergy in teams to address complex problems [8], it also has indirect effects on boosting each individual's motivation and job satisfaction by making them feel that their roles and contributions are

important and valued in the organisation [9]. This kind of leadership also helps to minimize symptoms of psychological burn and organization alienation by giving workers some autonomy and control over their work, which in turn brings about a sense of belonging to the goals of the organization [10]. In addition, it can facilitate the creation of bridges that connect transparency and improve relations between the senior management team and executive staff, diminish organizational conflicts stemming from over-centralization [11]. This subsequently helps to minimize employee turnovers and resignation rates, and establishes a flexible working environment that is able to adjust to the changes in environmental and institutional conditions quickly [12].

Third: Dimensions of Participative Leadership

According to the dimensions of participative leadership, there are three main components that interact with each other in determining the nature of the organizational environment in respect to the practice of participative leadership as follows:

1. Participation in Decision-Making: This refers to providing subordinates with the opportunity to directly participate in and contribute to the formulation of operational and strategic decisions, which positively affects their organizational commitment and job satisfaction [13].
2. Delegation of Authority: This refers to granting employees sufficient autonomy and latitude to act and manage their daily tasks without excessive intervention from senior leadership, thereby reducing feelings of powerlessness and dependency [14].
3. Knowledge Sharing: This focuses on establishing transparent and flexible communication channels that facilitate the flow of information and feedback between leadership and administrative personnel, thereby enhancing their sense of belonging and giving work genuine meaning that reduces manifestations of job isolation [15].

Job Alienation

First: The Concept of Job Alienation

A negative psychological and behavioural condition that occurs in employees when they feel disconnected and disengaged from their work and organisational context, resulting in a lack of meaning and human value in work practices [16] is defined as Job Alienation. This happens when employees feel they have little or no control over the decisions that are made in their daily life and feel powerless and lack autonomy because of the rigidly set constraints and rules in an organization [17]. Organizational literature in recent years has focused attention more strongly on job alienation as being not only a lack of connection with the work itself, but also a lack of connection with colleagues and with organizational management, which results in a normless work environment and a low level of organizational commitment [10]. This condition also has significant negative effects on organizational performance over the long haul, as staff become less willing to work hard, take risks on innovation and self-initiative, and are less likely to come to work [18]. This reduces employees' working practices to automated, mechanical and unmotivated reactions without a sense of belonging [19].

Second: Job Alienation is important.

The study of job alienation is important because it is an essential variable and a grave indicator that has its bearing on the key aspects of organizational and psychological health in institutions. Research and diagnosis of this concept helps in understanding the psychological and organisational factors that underlie poor institutional functioning and lower quality service delivery to citizens [18]. It is also important in its ability to help administrative leaders recognize the signs and symptoms of isolation, normlessness and sense of powerlessness before they become more severe, thus allowing for timely preventive actions to avert the potential negative consequences of such conditions, including higher employee turnover, absenteeism, and psychological disengagement [19]. Moreover, understanding how much an individual is alienated is an essential step in

designing the work environment and jobs so they can increase employee empowerment and add meaning and purpose to daily tasks [17]. This promotes organizational loyalty, innovation and initiative of staff, instead of mechanical and routine reactions to work [16] and thus enhances the efficiency and sustainability of service and government institutions that directly serve the community [10].

Third: Dimensions of Job Alienation

Job alienation in the organizational context is defined by the following three dimensions:

1. Job Powerlessness: This refers to an employee's feeling of losing control and being unable to influence organizational decisions or direct the course of daily tasks as a result of strict administrative dominance [20].
2. Meaninglessness: This represents an individual's perception of the absence of purpose and organizational significance in the tasks performed and the inability to recognize the actual value of their contribution to the organization's overall objectives [21].
3. Organizational Isolation: This arises from an employee's psychological and social detachment from the work environment, professional colleagues, and leadership, along with a decline in feelings of belonging to the prevailing organizational culture [22].

Section Three: The Practical Aspect of the Research

This section focuses on the practical part of the study, intending to present and analyze the results of the study in the field, derived from the answers of the research object, as a means of testing the research hypotheses and determining the achievement of the research objectives. It presents the results of statistical data analysis with appropriate statistical methods in order to determine the level of participative leadership, job alienation, the nature of the correlations and effects between the research variables and their dimensions. It also provides an interpretation of results and discussion of the results based on the hypotheses adopted and a conclusion that reflects the actual state of variables in the organization that is being studied.

First: Characteristics of the Research Sample

The following tables present the demographic characteristics of the research sample and the participation rate of each category in responding to the questionnaire items, as follows:

1. Distribution of Research Sample Members by Gender

Table 1. Distribution of Research Sample Members by Gender

Variable	Category	Number of Respondents	Percentage
Gender	Male	96	84.21%
	Female	18	15.79%
Total		**114**	**100%**

Source: Prepared by the Researcher.

Table (1) illustrates the distribution of the research sample members by gender. The number of male respondents was (96), representing (84.21%), while the number of female respondents was (18), representing (15.79%), bringing the total to (114) respondents, accounting for (100%).

2. Distribution of Research Sample Members by Age

Table 2. Distribution of Research Sample Members by Age

Variable	Category	Number of Respondents	Percentage
Age	Less than 30 years	61	53.51%
	30–39	27	23.68%
	40–49	19	16.67%

Variable	Category	Number of Respondents	Percentage
	50 years and above	7	6.14%
Total		**114**	**100%**

Source: Prepared by the Researcher.

The result of the age distribution of the research sample members is shown in table (2). The age group (under 30 years) was first (53.51%) followed by the age group (61–69 years) (27 respondents) (23.68%). The age group (40–49 years) had the third highest number with (16.67%) respondents, followed by the age group (50 years and above) with (6.14%) respondents. The total number of respondents was (114), which is (100%) of the respondents.

3. Distribution of Research Sample Members by Educational Qualification

Table 3. Distribution of Research Sample Members by Educational Qualification

Variable	Category	Number of Respondents	Percentage
Educational Qualification	High School / Preparatory	27	23.68%
	Bachelor's Degree	53	46.49%
	Diploma	11	9.65%
	Master's Degree	21	18.42%
	Doctorate (Ph.D.)	2	1.75%
	Total	**114**	**100%**

Source: Prepared by the Researcher.

The distribution of the research sample members in terms of their educational qualification is presented in Table (3). The second most popular bachelor's degree category was preparatory education (46.49%) with (53) respondents, and the next most popular was preparatory education (23.68%) with (27) respondents. Diploma category came next with (11) respondents (9.65%) and the master's degree category was the third with (21) respondents (18.42%). Lastly, (2) respondents or (1.75 %) were classified as doctoral degree.

4. Distribution of Research Sample Members by Years of Service

Table 4. Distribution of Research Sample Members by Years of Service

Variable	Category	Number of Respondents	Percentage
Years of Service	Less than 5 years	57	50.00%
	5–10 years	29	25.44%
	More than 10 years	28	24.56%
	Total	**114**	**100%**

Source: Prepared by the Researcher.

The years of service for the members of the research sample are presented in table (4). The category of (less than 5 years) ranked first with (50.00%) respondents while the category of (5–10 years) ranked second with (25.44%) respondents. The next category of (more than 10 years) ranked third with (24.56%) respondents.

Second: Description and Diagnosis of the Research Variables

This section aims to conduct a descriptive analysis of the research variables based on the arithmetic mean, standard deviation, and coefficient of variation for each variable, as follows:

1. Description and Diagnosis of Participative Leadership

The descriptive analysis of the dimensions of participative leadership variable was conducted using arithmetic mean, standard deviation and coefficient of variation, which

aims to determine the level of participative leadership variable in the perception of the members of the sample (Table 5).

Table 5. Descriptive Analysis of Participative Leadership Dimensions

No.	Dimensions	Mean	Standard Deviation	Coefficient of Variation
1	Decision-Making Participation	3.65	0.74	20.17%
2	Delegation of Authority	3.86	0.60	15.51%
3	Knowledge Sharing	3.51	0.57	16.26%
Overall		**3.67**	**0.63**	**17.31%**

Source: Prepared by the Researcher Based on SPSS Software

Table (5) illustrates the result of descriptive analysis of the dimensions of participative leadership variable. The arithmetic means in the 3 dimensions of participative leadership as perceived by employees in the Tikrit Municipality Directorate were between (3.51) and (3.86) which are above the arithmetic mean on the overall scale, meaning that the employees in the Municipality Directorate of Tikrit feel that participative leadership practices in the 3 dimensions are at a moderate to relatively high level. The dimension of delegation of authority ranked first with an arithmetic mean (3.86), standard deviation (0.60) and coefficient of variance (15.51) which indicates that there is a relative dependence on autonomy in carrying out tasks. This was followed by participation in decision making which had an arithmetic mean of (3.65), standard deviation of (0.74) and a coefficient of variation of (20.17%). This dimension had the most variance and represented the differences in the perceptions of the respondents about the level of permitting participation in decision-making. The arithmetic mean value of Knowledge sharing was (3.51), standard deviation (0.57) and coefficient of variance (16.26%). This suggests that the flow of communication, knowledge sharing and feedback between leaders and staff is still less accessible than in the other two aspects. This should be noted as it could perpetuate the sense of isolation within an organization, as there is only limited knowledge sharing. In addition, the mean standard deviations and coefficients of variations were generally low, suggesting that the responses in the samples were not widely scattered, but had generally high levels of agreement.

2. Description and Diagnosis of Job Alienation

Table (6) presents the results of the descriptive analysis of the dimensions of the job alienation variable using the arithmetic mean, standard deviation, and coefficient of variation, with the aim of assessing the level of job alienation from the perspective of the sample members.

Table 6. Descriptive Analysis of Job Alienation Dimensions

No.	Dimensions	Mean	Standard Deviation	Coefficient of Variation
1	Job Helplessness	3.97	0.69	17.43%
2	Meaninglessness	3.83	0.63	16.50%
3	Organizational Isolation	3.88	0.58	14.96%
Overall		**3.89**	**0.63**	**16.29%**

Source: Prepared by the Researcher Based on SPSS Software

The results of the descriptive analysis of the dimensions of the job alienation variable are presented in table (6). The arithmetic means were more or less around (3.83) and (3.97) values that are relatively high and above the hypothetical mean of the scale. This shows that the employees of the Tikrit Municipality Directorate are in moderate-high level of job alienation. The highest dimension in terms of variation as well as mean was job powerlessness with an arithmetic mean of (3.97) and a standard deviation of (0.69) and coefficient of variation of (17.43%). This suggests that the greatest expression of alienation

among employees is their sense of powerlessness and a lack of control in making decisions in the organization. The second dimension was organizational isolation (3.88, 0.58, 14.96%) and the third dimension was meaninglessness (3.83, 0.63, 16.50%). The low values of the standard deviation and coefficient of variation suggest a high level of uniformity in the answers given by the members of the sample as well as a low level of variation in the perceptions of the three forms of alienation. The three dimensions give an approximate average of (3.89) which is a level that should be looked at.

Third: Testing the Research Hypotheses

1. Testing the Correlation Hypotheses

First Main Hypothesis: There is a statistically significant correlation between participative leadership and job alienation, from which the following sub-hypotheses are derived:

Table (7) presents the results of testing Pearson's correlation coefficient to measure the nature and strength of the relationship between participative leadership and job alienation. This test aims to determine whether a statistically significant correlation exists between the two research variables and to identify its direction and strength, thereby testing the validity of the main correlation hypothesis of the research.

Table 7. The Relationship Between Participative Leadership and Job Alienation

Independent Variable	Dependent Variable	R	Sig.
Participative Leadership	Job Alienation	-0.689	0.000

Source: Prepared by the Researcher Based on SPSS Software

The results of Pearson's correlation coefficient test in order to measure the nature and type of the relationship between participative leadership as an independent variable and job alienation as a dependent variable are presented in Table (7). The results obtained indicated a strong negative correlation between both variables (R = -0.689) and the statistical significance was (Sig = 0.000) and this was less than the adopted statistical significance (0.05). The minus sign of the correlation coefficient shows that as administrative leaders of the Municipality Directorate in Tikrit excel in practicing the dimensions of participative leadership, the levels of job alienation and its dimensions are reduced to a greater extent. Academically and statistically, this validates the first main research hypothesis and supports the positive relationship between the participative leadership style and decrease in feelings of powerlessness and organizational isolation in the service work environment.

Testing the Sub-Hypotheses

1. There is a statistically significant correlation between the dimension of participation in decision-making and job alienation in its various dimensions.
2. There is a statistically significant correlation between the dimension of delegation of authority and job alienation in its various dimensions.
3. There is a statistically significant correlation between knowledge sharing and job alienation in its various dimensions.

Table 8. Correlation Relationships Between Participative Leadership Dimensions and Job Alienation Dimensions

No.	Participative Leadership Dimensions	Dimensions of Job Alienation		
		Job Helplessness	Meaninglessness	Organizational Isolation
1	Decision-Making Participation	-0.652	-0.654	-0.519
2	Delegation of Authority	-0.690	-0.656	-0.493
3	Knowledge Sharing	-0.392	-0.538	-0.193

Source: Prepared by the Researcher Based on SPSS Software

The results for testing the sub-hypotheses derived from the first major correlation hypothesis are presented in Table (8), The strength and direction of the correlations between the sub-dimensions of participative leadership and the dimensions of job alienation among employees at Tikrit Municipality Directorate were measured. The statistical estimates showed that all dimensions were negatively correlated to each other. The dimension "delegation of authority" had the strongest negative correlation with "job powerlessness (R = -0.690)," followed by a strong negative correlation with "meaninglessness (R = -0.656)," and then "organizational isolation (R = -0.493)." The correlation between "participation in decision making" and "meaningfulness" was significant and quite similar to that with "job powerlessness" (R = -0.654) and "organizational isolation" (R = -0.652). However, "knowledge sharing" was moderately negatively correlated with "meaninglessness" (R = -0.538) and "job powerlessness" (R = -0.392), but had a weak negative correlation with "organizational isolation" (R = -0.193). All three sub-hypotheses regarding correlation are supported at the level of significance (0.05) when taken together. In an administrative sense, it means that increasing employee autonomy, delegating authority and enabling employees to become a part of the decision making process related to the operational aspects of the service is the most effective way of minimizing powerlessness and organizational disorientation in the service environment.

1. Testing the Effect (Regression Analysis)

Second Main Hypothesis: Participative leadership has a statistically significant effect on job alienation.

Table 9. Simple Linear Regression Analysis

Independent Variable	β	R2	F	T	Sig. Level	Decision
Participative Leadership	-0.689	0.474	101.046	-10.052	0.000	Accepting the Hypothesis

Source: Prepared by the Researcher Based on SPSS Software

The result of the simple linear regression analysis to see the effect of participative leadership as an independent variable in job alienation as a dependent variable and to test the second main hypothesis of the research is presented in Table (9). The results of statistical estimates showed that participative leadership had a significant negative effect on reducing job alienation, which is reflected by the negative coefficient of determinates ($R^2 = 0.474$) and also with negative beta value ($\beta = -0.689$). This indicates that the dimension of participative leadership accounts for 47.4% of the changes in the level of job alienation among employees in the Tikrit Municipality Directorate, the remaining 52.6% is due to other factors that are not included in the model. In addition, the calculated F-value (F = 101.046), and T-value (T = -10.052), at the level of significance (Sig = 0.000) which is less than the adopted level of significance (Sig = 0.05), resulted in a statistically valid and suitable regression model. This gives support to the second major hypothesis that the participative leadership style can predict and successfully minimize the symptoms of organizational alienation in the service work environment.

Testing the Sub-Hypotheses

The second main hypothesis that concerned the effect of participative leadership on job alienation was tested first, and then the sub-hypotheses that were formulated from this hypothesis were tested with the objective of determining the effect of each dimension of participative leadership on each dimension of job alienation. This involved regression coefficients (β), coefficient of determination (R^2), T-value and significance level (Sig.) which in turn enabled the decision to either accept or reject the sub-hypotheses at the adopted significance level of (0.05). These hypotheses are tested and the results presented in tables (10, 11 and 12).

Testing the First Sub-Hypothesis: Participation in decision-making has a statistically significant effect on the various dimensions of job alienation.

Table 10. Multiple Regression Analysis for the Effect of Decision-Making Participation on Job Alienation Dimensions

Hypothesis	Path	β	T	R2	Sig.	Decision
First Sub-hypothesis	Decision-Making Participation >> Job Helplessness	-0.612	-9.094	0.425	0.000	Accepting the Hypothesis
	Decision-Making Participation >> Meaninglessness	-0.562	-9.152	0.428		
	Decision-Making Participation >> Organizational Isolation	-0.409	-6.434	0.270		

Source: Prepared by the Researcher Based on SPSS Software

Multiple regression analysis was conducted with regard to the effect of the "participation in decision making" dimension as an independent variable on the dimensions of job alienation (job powerlessness, job meaninglessness, and organizational isolation) among the employees of the Tikrit Municipality Directorate (Table (10) shows the results). The statistical estimates showed that there was a statistically significant negative effect of participation in decision making on all three aspects of job alienation at the level of significance (Sig = 0.000) which is less than the adopted level of significance (0.05). The greatest impact of this dimension was seen in the "job powerlessness" dimension with a regression coefficient (β = -0.612), a coefficient of determination (R^2 = 0.425), and a T-value (T = -9.094) meaning that it accounted for 42.5% of the variations in this dimension. This was followed by its negative effect on "meaninglessness," with (β = -0.562), (R^2 = 0.428), and (T = -9.152), and then its negative effect on "organizational isolation," with (β = -0.409), (R^2 = 0.270), and (T = -6.434). These results fully support the first sub-hypothesis that offering opportunities for employees and executive personnel to express their voice in operational and organizational decision-making is a critical factor in decreasing employees' feelings of powerlessness and meaninglessness, and increasing their organizational integration in the service work context.

Testing the Second Sub-Hypothesis: Delegation of authority has a statistically significant effect on the various dimensions of job alienation.

Table 11. Multiple Regression Analysis for the Effect of Delegation of Authority on Job Alienation Dimensions

Hypothesis	Path	β	T	R2	Sig.	Decision
Second Sub-hypothesis	Delegation of Authority >> Job Helplessness	-0.797	-10.079	0.476	0.000	Accepting the Hypothesis
	Delegation of Authority >> Meaninglessness	-0.693	-9.196	0.430		
	Delegation of Authority >> Organizational Isolation	-0.478	-5.995	0.243		

Source: Prepared by the Researcher Based on SPSS Software

The results of multiple regression analysis to test the level and impact of the "delegation of authority" dimension as an independent variable on the alienation and influence of employees' work in the Tikrit Municipality Directorate in the three dimensions of job alienation (job powerlessness, meaninglessness and organizational

isolation) are presented in Table (11). The statistical estimates showed that the delegation of authority had a significant impact on all dimensions of job alienation with values of (Sig = 0.000) which was lower than the statistical threshold of (0.05). The delegation of authority had the greatest and strongest negative effect on the "job powerlessness," regression coefficient (β = -0.797), coefficient of determination (R^2 = 0.476) and T-value (T = -10.079). This means that it independently explains 47.6% of the variations in the level of job powerlessness. This was followed by its substantial negative effect in reducing "meaninglessness," with (β = -0.693), (R^2 = 0.430), and (T = -9.196), and then its negative effect on "organizational isolation," with (β = -0.478), (R^2 = 0.243), and (T = -5.995). These indicators verified that the second sub-hypothesis is accepted in full, meaning that giving employees autonomy and freedom and delegating executive powers that are essential to achieve their work are the most significant and effective factors to reduce employees' sense of dependency, powerlessness and meaninglessness in the service work environment.

Testing the Third Sub-Hypothesis: Knowledge sharing has a statistically significant effect on the various dimensions of job alienation.

Table 12. Multiple Regression Analysis for the Effect of Knowledge Sharing on Job Alienation Dimensions

Hypothesis	Path	β	T	R2	Sig.	Decision
Third Sub-hypothesis	Knowledge Sharing >> Job Helplessness	-0.474	-4.506	0.153	0.000	Accepting the Hypothesis
	Knowledge Sharing >> Meaninglessness	-0.596	-6.756	0.290		
	Knowledge Sharing >> Organizational Isolation	-0.196	-2.077	0.037		

Source: Prepared by the Researcher Based on SPSS Software

To study the participation of the "knowledge sharing" dimension as an independent variable in the three dimensions of job alienation (job powerlessness, job meaninglessness, and organizational isolation) of employees working at the Tikrit Municipality Directorate, multiple regression analysis was performed and the results were presented in Table (12). The statistical estimates showed that the knowledge sharing negatively affected all the dimensions of job alienation at the significance level (Sig = 0.000) which is less than the assumed level of significance (0.05). The dimension with the greatest negative effect was Knowledge sharing, having a regression coefficient (β = -0.596), coefficient of determination (R^2 = 0.290) and T value (T = -6.756) which accounted for 29.0% of the variations in this dimension. This was followed by its negative effect on "job powerlessness," with (β = -0.474), (R^2 = 0.153), and (T = -4.506). The least strong and least limited negative effect was for the dimension "organizational isolation", a regression coefficient of -0.196, a coefficient of determination of 0.037 and a T value of -2.077, meaning that only 3.7% of the variances in organizational isolation are explained by knowledge sharing. These results support the entire acceptance of the third sub-hypothesis that presents that the provision of open communication channels, information flow and feedback is a primary factor in increasing the value and purpose of employees work and decreasing their sense of meaninglessness. But other aspects of leadership need to be energized concurrently with the knowledge sharing to be more effective in decreasing the organizational isolation.

4. Discussion

The findings of this study demonstrate that participative leadership plays an important role in reducing job alienation among employees of the Tikrit Municipality

Directorate. The significant negative correlation between participative leadership and job alienation ($R = -0.689$, Sig. = 0.000) indicates that stronger participative leadership practices are associated with lower levels of employees' powerlessness, meaninglessness, and organizational isolation. This finding supports the theoretical assumption that employees are less likely to become psychologically detached from their work when leaders provide meaningful opportunities to participate, exercise autonomy, and contribute to organizational processes. The result is consistent with previous studies suggesting that participative leadership strengthens psychological empowerment, employee involvement, and positive work outcomes [4], [6], while alienation tends to emerge when employees perceive limited control over their work and organizational environment [16], [17].

The regression results further strengthen this interpretation. Participative leadership produced a significant negative effect on job alienation ($\beta = -0.689$, $R^2 = 0.474$, $F = 101.046$, $T = -10.052$, Sig. = 0.000), indicating that approximately 47.4% of the variation in job alienation can be explained by participative leadership. This relatively substantial explanatory power suggests that leadership behavior is not merely an administrative mechanism but also an important psychological resource within public organizations. When employees perceive that their ideas are considered and that they possess sufficient authority to perform their responsibilities, they may develop a stronger sense of ownership and organizational belonging. This interpretation is compatible with the findings of Kim and Schachter [9], who emphasized the relevance of participative leadership to employee outcomes in public organizations, as well as Tummers et al. [10], who highlighted the organizational conditions associated with work alienation.

Among the participative leadership dimensions, delegation of authority emerged as particularly influential. It showed the strongest negative relationship with job powerlessness ($R = -0.690$) and meaninglessness ($R = -0.656$). Regression analysis likewise revealed that delegation of authority had its strongest effect on job powerlessness ($\beta = -0.797$, $R^2 = 0.476$), followed by meaninglessness ($\beta = -0.693$, $R^2 = 0.430$) and organizational isolation ($\beta = -0.478$, $R^2 = 0.243$). Arshed_Essa_Khudhur_IEEE_Revise… These results indicate that employees' perceptions of powerlessness can be substantially reduced when they are provided with genuine authority and discretion rather than being limited to executing centrally determined instructions. This supports Li et al. [14], who emphasized delegation and psychological empowerment as important mechanisms through which participative leadership encourages employee voice. In the context of municipal administration, therefore, delegation appears particularly important because employees perform operational and service tasks that may require timely decisions and sufficient discretion.

Participation in decision-making also demonstrated a significant contribution to reducing all dimensions of job alienation. Its effects were strongest for job powerlessness ($\beta = -0.612$, $R^2 = 0.425$) and meaninglessness ($\beta = -0.562$, $R^2 = 0.428$), while its effect on organizational isolation was comparatively lower ($\beta = -0.409$, $R^2 = 0.270$). These findings suggest that allowing employees to express opinions and participate in operational and organizational decisions can make them perceive their work as more influential and meaningful. Such participation transforms employees from passive recipients of administrative instructions into active contributors to organizational processes. This interpretation is consistent with Bipp and Kleingeld [13], who associated participative goal setting with intrinsic motivation and job satisfaction, and with Sagnak [1], who connected participative leadership with employee voice behavior. Thus, employee participation may reduce alienation by strengthening both perceived influence and recognition within the organization.

Knowledge sharing also significantly reduced job alienation, although its influence differed considerably across dimensions. Its strongest effect was found for meaninglessness ($\beta = -0.596$, $R^2 = 0.290$), followed by job powerlessness ($\beta = -0.474$, $R^2 =$

0.153). In contrast, its explanatory power for organizational isolation was only 3.7% ($\beta = -0.196$, $R^2 = 0.037$). This finding is particularly important because it indicates that information availability and open communication alone may not be sufficient to create a strong sense of organizational integration. Knowledge sharing can help employees understand the significance of their tasks and how their responsibilities contribute to organizational objectives, thereby reducing meaninglessness. However, organizational isolation may involve deeper social, psychological, and structural factors that cannot be addressed merely by improving information flow. This interpretation complements Mittal and Dhar [15], who emphasize the role of knowledge sharing and open communication, while also suggesting that these mechanisms should operate alongside empowerment and meaningful participation.

An important finding is that relatively high levels of participative leadership and job alienation coexist within the Tikrit Municipality Directorate. Participative leadership recorded an overall mean of 3.67, whereas job alienation recorded an overall mean of 3.89. This apparent coexistence suggests that participative leadership is an important but not exclusive determinant of employee alienation. Indeed, the overall regression model leaves 52.6% of the variance in job alienation unexplained by participative leadership. Consequently, other organizational conditions—such as job characteristics, institutional procedures, interpersonal relationships, organizational support, and broader administrative structures—may contribute to employees' experiences of alienation. This finding supports the multidimensional understanding of work alienation presented by Nair and Vohra [17], Shantz et al. [18], and Chiaburu et al. [19].

Overall, the results confirm that participative leadership should be understood as an integrated leadership approach rather than as a single managerial practice. Delegating authority appears particularly effective in addressing powerlessness, participation in decision-making strengthens employees' influence and perceived meaning, while knowledge sharing contributes most clearly to reducing meaninglessness. The comparatively weak effect of knowledge sharing on organizational isolation further indicates that communication without genuine empowerment may have limited capacity to overcome psychological detachment. Therefore, managers in public service organizations should combine employee participation, meaningful delegation, and transparent knowledge sharing rather than implementing these practices independently. Such an integrated approach may create a work environment in which employees have greater control over their tasks, understand the significance of their contributions, and develop stronger psychological and organizational attachment to their institution.

5. Conclusion

First: Conclusions

1. The study showed a statistically significant correlation between the different dimensions of participative leadership and job alienation, meaning that an increase in participative practices is directly related to decreases in job alienation.
2. The findings showed that participative leadership has a significant effect on the decrease in job alienation, thus, the participative leadership style is a significant explanatory variable in reducing the manifestations of alienation in the research environment.
3. The study revealed that providing autonomy to employees in their work assignments increases their psychological and professional bond with the organization, and lowers their sense of powerlessness and lack of meaning.
4. The findings indicated that delegation of authority and decision making authority is the best and the most influential instrument in overcoming the employees' sense of being under control and feeling weak in the organization.

5. It was discovered that creating opportunities for information to flow and for people to share their knowledge can help reduce isolation and disconnect from the wider goals of the organisation.
6. The result showed that tasks performed by subordinates in the decision-making process cause their sense of belonging to the organization to rise and they feel their contribution to the success of the organization is valuable.
7. Some people also exhibited a high level of job alienation, even in the presence of participative leadership practices, suggesting the impact of other factors in the environment and organization than the leadership style.
8. The findings showed that the knowledge sharing, even when done alone, is not enough to reduce the experience of isolation in an organization without the presence of real authority and autonomy in the workplace.
9. A high level of integration and interdependence was identified between all of the dimensions of participative leadership, in which the integrative effect of all these dimensions helps to mitigate all types of job alienation.

Second: Recommendations

1. Implement the participative leadership as a strategic approach to building organizational climate and enhancing professional adaptation of employees.
2. Support senior management in establishing organization's policies for participative leadership style to minimize the adverse impact of job alienation on individual and organizational performances.
3. Allow staff more flexibility and independence in planning and carrying out their daily work to boost motivation and self-esteem.
4. Improve the practice of delegating responsibility and authority to subordinates and empower them to take decisions in relation to their work to build their self-confidence and confidence in the institution.
5. Improve the knowledge sharing culture by offering flexible communication channels and making information easy to access, providing a sense of belonging and avoiding feelings of isolation.
6. Make sure that employees attend regular meetings and that plans for operation are developed with them, so that they are aware of their roles and how their personal objectives contribute to the overall efforts of the institution.
7. Periodically and in detail, examine the workplace to see if there are other environmental and organizational factors that may be helping to add to feelings of alienation and seek to address them.
8. Incorporate knowledge sharing policies in empowerment and decision-making initiatives to make sure that shared knowledge is shared into work tools that reduce employee isolation.
9. Implement a multifaceted leadership development approach that will parallel all aspects of participative leadership to foster a healthy work environment with a focus on job security.

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