

Participative Leadership and Its Relationship with Enhancing Organizational Communication Culture: A Field Study on a Sample of Employees at the University of Ghardaïa

Mehiri Dalila¹, Maamri Hamza²

¹ Department of Sociology and Demography, Faculty of Social and Human Sciences, University of Ghardaia, Algeria.

Email: mehiri.dalila@univ-ghardaia.edu.dz (ORCID iD: 0009-0003-0751-4303)

² Department of Psychology, Educational Science, Orthophonics, Faculty of Social and Human Sciences, University of Ghardaia, Algeria.

Email: maamri.hamza@univ-ghardaia.edu.dz

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ABSTRACT:

Modern organizations have witnessed widespread interest in applying scientific studies to management. Organization is the social field within which individuals interact according to a specific strategy. Leadership is one of the most important elements on which organizations depend. Where leadership is concerned with the organizational process of material and human resources to achieve common goals. Which affects the culture of organizational communication. Communication is the artery on which organizations depend. Our goal in the study was to find out how participatory leadership enhances the values and principles of organizational communication in university institutions. We made assumptions for the study, namely participatory leadership and its impact on the culture of organizational communication.

Keywords: participatory leadership, culture, institutional communication.

INTRODUCTION

Leadership is considered the primary driving force and the most influential element among the various factors contributing to organizational success. Modern leadership adopts a forward-looking approach aimed at defining a future-oriented strategy, anticipating future events and developments, and determining the organization's position and status within an uncertain future. An organization is a human entity composed of individuals connected through social relationships and cultural ties within a professional organizational framework. These individuals both shape and embody the organization's culture, which constitutes the distinguishing feature that sets it apart from other organizations.

General Research Question:

How does participative leadership adopted by organizational leaders contribute to enhancing the culture of organizational communication within the university institution?

Sub-Questions:

1. How does the participative leadership style promote subordinates' commitment to the values of organizational communication?
2. How do the leader's relationships with subordinates contribute to enhancing effective organizational communication within the institution?

General Hypothesis:

Participative leadership adopted by organizational leaders enhances the culture of organizational communication within the university institution.

Sub-Hypotheses:

1. The participative leadership style contributes to subordinates' commitment to the values of organizational communication.
2. The leader's human relations with subordinates enhance their organizational communication culture within the institution.

Objectives of the Study

This study aims to compile a substantial body of concepts and provide a useful reference for researchers, given the limited literature available on organizational communication culture. It also seeks to contribute to strengthening employees' communication culture through the findings of the field study.

Significance of the Study

The significance of this study lies in identifying the role of participative leadership within organizations in promoting the culture of organizational communication, an area that remains insufficiently addressed, particularly in large organizations. It highlights the importance of respecting the organizational values and principles established by the institution and encouraging their adoption by all individuals who belong to it.

SECTION ONE: FUNDAMENTAL CONCEPTS OF LEADERSHIP AND PARTICIPATIVE LEADERSHIP

First Requirement: The Concept of Leadership

Leadership is one of the concepts that has received considerable attention in organizational research across various disciplines due to its significance in organizational life. Its meaning can be understood through its concepts, principles, and theoretical foundations.

The roots of the concept of leadership can be traced back to Greek thought, where it denotes the meaning of "to lead." This meaning corresponds to the Latin verb *agere*, which means "to move" or "to set in motion."

According to **Arndt**, leadership is a relationship between the leader and subordinates that is manifested through issuing orders and the execution of those orders by subordinates.¹ This definition highlights two essential functions of leadership: issuing orders and ensuring their implementation.

Some scholars in the field of management define leadership as patterns of behavior that emerge through group interaction by practicing activities aimed at solving various problems. Leadership stems from influencing group behavior in order to achieve desired objectives.²

From an administrative perspective, **Fiedler** defines leadership as "the process of influencing others to perform a common task."³

From a sociological perspective, **Halpin** considers leadership to be a complex social phenomenon that is difficult to address because it involves numerous variables that are difficult to control, as they are more closely associated with groups than with individuals.⁴

Cekler-Hudson defines administrative leadership in large organizations as the collective contribution of individuals toward achieving the objectives of the administrative organization through influencing, working with, motivating, and encouraging them to increase their efforts.⁵

Second Requirement: The Concept of the Leader

A leader is an individual who possesses characteristics that distinguish him or her from others, enabling the person to guide and influence people within any social organization. Such a leader attracts followers, whether formally or informally.

According to **Mohammed Al-Adlouni**, a leader is a person who uses influence and authority to shape the behavior and orientations of those around him or her in order to accomplish specific objectives. Failure to do so reflects an even greater failure than merely following the policies of others. The more complete the elements of power possessed by the individual, the more complete the elements of leadership become.⁶

Third Requirement: The Importance of Leadership

Leadership is founded upon a set of principles and rules that are of considerable importance. Leadership may exist within organizations, institutions, groups, and associations. Its importance lies in the following aspects:⁷

Leadership promotes and reinforces cohesion among organizational members, identifies the needs and aspirations of individuals, determines their common problems, and seeks to satisfy these needs according to their priorities through appropriate plans, mechanisms, resources, and capabilities. It also contributes to maintaining the stability and continuity of the group, motivating members to assume responsibility and achieve success. Furthermore, leadership helps organizational members realize their potential by developing their capabilities and skills as active participants within the organization.

From a socio-organizational perspective, management focuses primarily on organizational procedures and policies determined by the organizational structure, whereas leadership within management emphasizes interpersonal relationships and social interaction manifested through the influence exerted by the leader over subordinates.⁸

Fourth Requirement: Foundations of Organizational Leadership from a Sociological Perspective

A number of principles and foundations should be present in an administrative leader to successfully guide subordinates and effectively lead the work team toward productive cooperation and organizational cohesion, thereby creating an integrated group.⁹ These principles include:

a. Commitment, Development, and Team Morale

This involves understanding group dynamics, recognizing the psychology of social interaction, and demonstrating social intelligence to strengthen group commitment.

b. Ability to Support Subordinates

This refers to the leader's ability to encourage subordinates to perform effectively, contribute to organizational development, improve working conditions, and promote institutional progress.¹⁰

c. Participation of Subordinates in Decision-Making

The participation of subordinates in decision-making and organizational goal setting is a fundamental factor that makes them feel valued and important within the organization. They perceive the success of organizational decisions as their own success and therefore become implicitly committed to implementing them effectively. Participation also improves relationships between leaders and subordinates, encourages cooperation, reduces psychological stress and professional disengagement, minimizes conflicts between leaders and subordinates, and enhances organizational loyalty.¹¹

Fifth Requirement: Characteristics of Effective Leadership

The participative democratic leadership style is considered essential for achieving organizational effectiveness. However, leaders do not permanently adopt a single leadership style, as they often alternate between democratic and bureaucratic approaches according to situational requirements and working conditions. Consequently, leadership should be studied as a social phenomenon within organizations.¹²

Sixth Requirement: The Theory of Participative Leadership

The theory of participative leadership proposed by **Robert Tannenbaum** emphasizes the behavioral dimension of administrative leadership by identifying the leadership style adopted by managers according to the degree of authority exercised and the level of freedom granted to subordinates to participate in decision-making.¹³

Every leadership process is influenced by several factors, including:

- **Leader-related factors (personal factors):** values, beliefs, experience, and knowledge.
- **Follower-related factors (subordinates):** experience, knowledge, independence, and willingness to assume responsibility.
- **Work environment factors:** organizational climate and the cultural, social, and economic conditions prevailing within the organization.

Likert's Theory of Leadership defines leadership as a social, organizational, and administrative phenomenon that can be practiced according to different styles determined by prevailing circumstances.¹⁴ According to Likert, leadership comprises several systems.¹⁵

First Branch: Participative Group Leadership (Democratic Leadership)

According to Likert, the participative leadership system represents the most effective leadership style among all leadership systems. Participative leadership is characterized by the leader's complete trust in subordinates in all matters. Leaders grant subordinates substantial freedom to engage in dialogue and discuss work-related issues, demonstrate concern for their well-being, maintain positive interpersonal relationships, motivate them extensively, and provide rewards. Consequently, decisions are made collectively, reflecting genuine teamwork supported by an open communication system.

Likert and his colleagues conducted a study examining the opinions of managers and department heads within a production unit regarding the effectiveness of various leadership styles. Their findings revealed that departments operating under an authoritarian (autocratic) leadership system achieved lower productivity than departments employing a consultative or participative leadership system. The study concluded that the democratic participative leadership style is the most effective and successful leadership approach.¹⁶ This effectiveness stems from the competence and cooperation existing between leaders and subordinates in setting and accomplishing organizational objectives. It is reflected in the trust granted to subordinates, increased motivation, greater participation in decision-making, and ultimately higher organizational productivity.

Likert further concluded that under the democratic participative leadership style, most subordinates share formal authority through cooperation and participation. Managers and subordinates work together within a framework of shared values and common organizational objectives. Authority is therefore distributed, responsibility is shared, supervision becomes largely self-directed, and motivation arises from personal commitment and a collective sense of responsibility toward the organization.

Second Branch: Operational Definition of Participative Leadership

Based on the various definitions of leadership, leadership may be understood as a set of styles and approaches employed by leaders to direct and supervise subordinates in carrying out assigned tasks. Nevertheless, leadership styles differ in terms of their effectiveness and influence on followers. Organizational research and practical experience demonstrate that participative leadership emphasizes involving organizational members in decision-making processes within modern organizations. Such participation promotes cooperation, trust, and organizational loyalty, thereby contributing to the successful achievement of shared organizational objectives.

Section Two: The Concept of Organizational Communication Culture

First Requirement: The Concept of Culture

The concept of culture has been approached from various schools of thought that differ from one society to another and from one environment to another according to specific circumstances. These include local culture and organizational culture, each of which possesses its own distinctive characteristics.

According to **Saati**, an organization is "the social domain that includes individuals who interact with one another within a structural framework to achieve common objectives through defined roles and positions. It follows a management policy based on a scientific methodology to accomplish its goals by analyzing the functions required, dividing them according to the requirements of each function, and grouping them into broader functional categories."¹⁷

According to **Ahmed Rashwan**, culture is "a social process through which individuals accept a set of opinions and values that serve as a standard for social integration."¹⁸

Philippe d'Iribarne defines culture as "a frame of reference composed of shared meanings and concepts established by people to understand the world around them." He further argues that "understanding human behavior within the organization, which is one of the social domains, requires referring to the culture of human behavior. Such behaviors are inseparable from the perceptions shared by individuals within the institution."¹⁹

The British anthropologist **Edward Burnett Tylor** defined culture in his book *Primitive Culture* (1871) as "that complex whole which includes knowledge, belief, art, morals, law, custom, and any other capabilities and habits acquired by man as a member of society."²⁰

Second Requirement: The Concept of Organizational Culture

Organizational culture refers to the set of values, norms, traditions, and rituals established by an organization and adopted by its members. These values are reflected in employees' behaviors and distinguish one organization from another.

According to **Renaud Sainsaulieu**, organizational culture is "a socio-organizational system governed by a strategy that shapes both individual and collective practices. It is not merely a reflection of reality or of its local or external environment, but rather a space in which diverse and even conflicting cultures interact, influence one another, and are themselves influenced. Organizational culture is therefore both the product of the social entity and a producer of it, as well as the outcome of the social system operating within it."²¹

It can therefore be concluded that organizational culture consists of scientifically grounded principles that guide individuals' behaviors and actions. It represents a framework of norms, beliefs, and values that distinguish the organization and are accepted by its members as self-evident principles governing their conduct without question.

First Branch: The Concept of the Institution

An institution is a social setting in which individuals interact through the optimal utilization of human and financial resources to achieve common objectives. Institutions are not limited to economic activities but also include service, educational, political, and other social institutions, all of which operate according to rational principles and policies.

From a sociological perspective, **Pierre Bourdieu (1982)** defines the institution as an entity manifested through rituals and symbolic practices that serve to establish and legitimize the institution. In other words, institutions gain recognition insofar as they are perceived as legitimate and natural. Every institution possesses a formal structure based on the fundamental organization of the social system. Within this framework, rituals function as mechanisms that safeguard the institution's principles and objectives by regulating the behavior of its members, thereby ensuring the continuity of its foundational values.²²

Second Branch: The Concept of Organizational Communication

Organizational communication is a social process that occurs both within and outside the institution through the effective use of formal and informal communication channels for the purpose of transmitting information, ideas, principles, values, and organizational regulations.

Formal Communication is a social communication process conducted within organizations according to a hierarchical chain of authority. Its forms include **downward communication**, which flows from higher to lower organizational levels (from supervisors to subordinates) through laws, regulations, and administrative directives issued by management under the supervision of responsible authorities. It also includes **upward communication**, whereby subordinates communicate with supervisors through suggestions, reports, grievances, and complaints.

Informal Communication is a communication process that develops spontaneously among members of the organization. It generally occurs within particular groups inside the same organization and reflects their own objectives and interpretations of the institution's policies and ideas according to their personal interests and needs.

According to **Elton Mayo** and his colleagues, although Mayo did not explicitly define organizational communication, he focused on organizations in both their formal and informal dimensions. From a sociological perspective, he emphasized the importance of paying attention to the human and social relationships among organizational members, arguing that organizations are founded upon relationships among individuals rather than merely collections of isolated persons. Organizational behavior is therefore shaped by the norms established within social groups. Administrative leadership plays a crucial role in influencing group formation and modifying group traditions in ways that support organizational objectives. This contributes to greater cooperation and closer integration between formal and informal communication, which can only be achieved by incorporating informal communication into formal communication through involving employees in assuming responsibilities and participating in decision-making processes.²³

*** Operational Definition of Organizational Culture**

Organizational culture is defined as the set of values, principles, beliefs, and reputation that an institution develops about itself through the adoption of an organizational strategy based on a scientific methodology. These elements are accepted and internalized by organizational members, shaping values and behavioral norms that guide their interactions both within and outside the institution.

Third Requirement: Organizational Communication Culture

The Concept of Communication Culture

Organizations operate as social systems in which interaction takes place between employees and management through both formal and informal communication channels within a hierarchical structure of authority.

Communication culture is regarded as one of the most important elements that organizations seek to establish and promote through the transmission of the institution's principles, values, and rituals among employees, management, and stakeholders.

It may be defined as the comprehensive system of information, principles, values, beliefs, and both tangible and intangible symbolic and technical rituals that convey meanings reflecting the ways individuals interact with one another. These interactions are facilitated through communication channels and mechanisms for exchanging information, serving their common objectives, promoting organizational stability, and shaping their collective identity, whether within institutions, groups, or organizations, regardless of whether their relationships are formal or informal. Such communication culture is transmitted from one generation to another.

Similarly, **informal communication culture** encompasses all communication principles that arise spontaneously among organizational members. It develops through the social relationships among individuals, who interact and reach mutual understandings that facilitate their work performance. Within organizations, this is manifested in what is known as the **informal organization**. According to **Ahmed Maher** and his colleagues, the informal organization is "a network of personal and social relationships among individuals."²⁴

First Branch: The Concept of Values within the Organization

The value system constitutes the framework through which individuals' behaviors and attitudes are regulated. Organizational values shape employees' perceptions, beliefs, and conduct, including responsibility, commitment to organizational policies, punctuality, accountability, and respect for organizational rules. These values also determine the leadership style adopted by organizational leaders, whether democratic, autocratic, or authoritarian.

According to **Mustafa Al-Bahi**, as cited in *Sociology of Organization* by **Dr. Ben Aissa Mohammed El Mehdi**, values are "judgments formed by individuals within the organization based on their preferences or lack thereof toward particular issues, according to the experiences acquired from the culture in which they live. These values determine what is considered desirable or undesirable among the available alternatives through individuals' interactions within the organization and are derived from the experiences gained from their surrounding social environment."²⁵

Second Branch: Rituals, Ceremonies, and Celebrations

According to Ahmed Maher, rituals, ceremonies, and celebrations represent the tangible and visible manifestation of organizational culture through the activities and events organized by the institution, such as graduation ceremonies. In the context of university institutions, these activities may include both formal and informal efforts, such as providing substantial financial support to individuals and awarding honors and distinctions to members of the organization.²⁶

* Operational Definition of Organizational Communication Culture

Organizational communication culture refers to a culture derived from the principles and values collectively shared by organizational members. It encompasses both the tangible and intangible

dimensions of the institution that guide members' interactions. This culture can only be sustained through the effective utilization of organizational communication processes and is reflected in employees' behaviors and everyday organizational practices within the institution.

SECTION THREE: RESEARCH METHODOLOGY AND DATA COLLECTION INSTRUMENTS

First Requirement: Research Methodology

Given that this study examines participative leadership and organizational communication culture, its nature necessitates the use of the descriptive research method. This approach is employed to describe the phenomenon within the Algerian academic institution, identify its dimensions and underlying causes, and examine the state of organizational communication culture, its characteristics, and the extent to which it is reinforced by organizational leadership.

The descriptive method is defined as "a research approach through which the researcher obtains accurate information that portrays social and human reality and contributes to the analysis of phenomena."²⁷ It is one of the most widely used research methods in various fields, particularly in the social sciences. The present study adopted a quantitative approach, whereby descriptive data were organized, quantified, presented in simple and composite tables, analyzed statistically, and interpreted to derive the study findings.

Second Requirement: Data Collection Techniques

Study Population and Sample

A sample is a relatively small subset selected from the original population in an objective and unbiased manner for the purpose of collecting data. It is defined as "a part of the overall study population that adequately represents the population under investigation, enabling the researcher to conduct observations and implement research procedures, particularly when the target population is large. The findings are then generalized to the entire population."

Questionnaire

A questionnaire is defined as "a form containing an organized set of questions directed to respondents for the purpose of obtaining information about a particular topic or research problem. It is distributed either through face-to-face interviews or by mail."²⁸

The present study employed the questionnaire as the primary data collection instrument. According to Raymond Quivy and Luc Van Campenhoudt, a questionnaire is "a series of sequential questions addressed to respondents who generally represent a specific statistical population. These questions relate to the respondents' social, professional, and family circumstances."²⁹

Study Setting

The study was conducted at the University of Ghardaïa, which was established under Executive Decree No. 12/248, dated 14 Rajab 1433 AH, corresponding to 04 June 2012. The university currently comprises three academic campuses.

The study adopted a simple random sampling technique. The sample consisted of 40 employees (academic staff and administrative personnel) from the University of Ghardaïa. Data were collected during the period extending from 01 June 2023 to 30 June 2023. Statistical analysis was performed using the arithmetic mean and Pearson's correlation coefficient.

Study Results

The following section presents selected statistical tables and summarizes the principal findings of the study.

Table 1. Distribution of the Study Sample According to Gender

Gender	Frequency	Percentage (%)
Male	27	67,5
Female	13	32,5
Total	40	100

The results presented in Table 1 indicate that 67.5% of the respondents are male, while 32.5% are female. These findings show that the proportion of male participants is higher than that of female participants. This difference may be attributed to the nature of the study population selected, which consists of administrative staff at the university, where male employees outnumber their female counterparts.

Table 2. Distribution of the Study Sample According to Years of Service

	Frequency	Percentage (%)
From 1 to 5 years	11	27,5
years and above 6	29	72,5
Total	40	100

The results presented in Table 2 illustrate the distribution of the study sample according to years of service. It can be observed that 72.5% of the respondents have 6 years of service or more, whereas 27.5% have between 1 and 5 years of service. These findings suggest that differences in professional experience may enable newly recruited employees to acquire the organization's communication culture through their interactions with more experienced staff, including both administrative personnel and academic administrators.

Table 3. Distribution of the Study Sample According to Administrative Position

Administrative Position	Frequency	Percentage (%)
Academic Administrator	18	45
Administrative Staff	22	55
Total	40	100

The results presented in Table 3 indicate that 55% of the respondents are administrative staff, while 45% are academic administrators. Academic administrators in university institutions occupy managerial positions within faculties and academic departments. Their administrative responsibilities distinguish them from other administrative employees at the university, making them more attentive to leadership practices and more committed to promoting and reinforcing the institution's organizational culture.

Results of the First Hypothesis

The first hypothesis examines whether the participative leadership style contributes to strengthening subordinates' commitment to the values of organizational communication.

Table 4. Respondents' Opinions on the Leadership Style That Influences Subordinates'

Commitment to the Values of Organizational Communication

Commitment of Subordinates to the Values of Organizational Communication	Yes		No		Total	
	Frequency	Percentage (%)	Frequency	Percentage (%)	Frequency	Percentage (%)
Leader's Authority						
Autocratic	08	34,78	10	58,82	18	45
Participative (Democratic)	15	65,21	07	41,17	22	55
Total	23	57,5	17	42,5	40	100

The results presented in Table 4 indicate that, according to the overall responses, 57.5% of the respondents answered "Yes", indicating that the leader's leadership style contributes to their commitment to the values of organizational communication, while 42.5% answered "No." When the independent variable was considered, 55% of the respondents stated that their leader adopts a participative (democratic) leadership style, whereas 45% indicated that the leader follows an autocratic leadership style. These findings suggest a strong positive relationship between the leader's leadership style and subordinates' commitment to organizational communication.

The majority of respondents reported that their leaders employ a participative leadership style in accomplishing organizational tasks, which encourages employees to adhere to both formal and informal organizational communication values within the institution. Conversely, some respondents indicated that their leaders adopt an autocratic style in situations requiring strict control, particularly with regard to compliance with working hours and discipline. This approach is perceived as reinforcing the institution's culture by reducing negligence and delays in task completion while strengthening employees' commitment to organizational discipline.

Table 5. Respondents' Opinions on the Skills of a Democratic Leader That Enhance the Values of Communication Within the Institution

Respondents' Opinions on Strengthening Communication Values Within the Institution	Yes		No		Total	
	Frequency	Percentage (%)	Frequency	Percentage (%)	Frequency	Percentage (%)
Democratic Leader's Skills						
Self Skills	23	76,66	8	80	31	77,5
Technical Skills	07	23,33	02	20	09	22,5
Total	30	75	10	25	40	100

The results presented in Table 5 indicate that, according to the overall responses, 75% of the respondents answered "Yes", indicating that the leader's skills contribute to strengthening

communication values within the institution, whereas 25% answered "No." When the independent variable was considered, 77.5% of the respondents stated that the leader primarily relies on self skills, while 22.5% indicated that the leader mainly relies on technical skills. These findings reveal a strong positive relationship between the leader's use of self and technical skills and the willingness of subordinates to engage in dialogue rather than conflict.

The majority of respondents stated that the leader primarily depends on self skills, including professional appearance, effective use of psychological and interpersonal abilities, proper language, tolerance, active listening, and persuasive communication. These qualities serve as a motivating force that encourages employees to communicate and engage in dialogue with the leader. Respondents further emphasized that the leader's personality significantly influences organizational communication, particularly through psychological characteristics such as self-confidence and the avoidance of hesitation. The effective use of communication by a tolerant leader encourages employees to prefer face-to-face verbal communication over written communication when clarification is needed, thereby reducing the likelihood of conflicts.

On the other hand, some respondents indicated that the leader relies more heavily on technical skills, particularly professional knowledge and expertise, to facilitate organizational activities in accordance with applicable regulations. These include administrative competencies that emphasize discipline in implementing organizational policies and objectives, as well as ensuring compliance with required publication and work deadlines.

Table 6. Respondents' Opinions on the Democratic Leader's Use of Incentive-Based Practices Related to Organizational Components That Encourage Employees to Adhere to Institutional Rituals

Adherence to Institutional Rituals	Yes		No		Total	
	Frequency	Percentage (%)	Frequency	Frequency	Percentage (%)	Frequency
Leader's Incentive-Based Leadership Style						
Official Ceremonies and Recognition Events	12	52,17	07	41,17	19	47,5
Use of the Institution's Official Logo	11	47,82	10	58,82	21	52,5
Total	23	57,5	17	42,5	40	100

The results presented in Table 6 indicate that, according to the overall responses, 57.5% of the respondents answered "Yes", indicating that the democratic leader's respect for the institution's core components encourages them to adhere to its organizational rituals, whereas 42.5% answered "No." When the independent variable was considered, 52.5% of the respondents reported that they are committed to using the institution's logo and belonging to all of its official communication channels, while 47.5% stated that the leader demonstrates commitment to official ceremonies and recognition

events. These findings indicate a strong positive relationship between the leader's practices and employees' adherence to the institution's organizational rituals.

The majority of respondents stated that the leader encourages members of the university community to use their professional institutional email addresses and the institution's official logo in administrative, pedagogical, and scientific activities. Such practices strengthen employees' sense of belonging to the institution. Other respondents indicated that the leader actively supports official ceremonies and recognition events organized by the university as symbolic organizational rituals that honor individuals with distinguished reputations within the institution. Through these recognition activities, the institution demonstrates its appreciation for its members, while the leader encourages subordinates to participate in these events.

In this context, response refers to a communication process that occurs following the leader's influence on employees' attitudes through organizational communication. Symbolic practices therefore function as communication values that encourage organizational members to appreciate and accept the recognition and incentives granted by the institution to those who contribute to its success. The leader's positive interpersonal relationships with subordinates further strengthen the values of organizational communication within the institution.

Table 7. Respondents' Opinions on the Leader's Positive Interpersonal Relationships That Encourage Them to Accept Communication and Assume Responsibility Within the Institution

Subordinates' Acceptance of Responsibility Within the Institution	Yes		No		Total	
	Frequency	Percentage (%)	Frequency	Frequency	Percentage (%)	Frequency
Leader-Subordinate Relationship						
Treating Subordinates According to the Leader's Expectations	15	71,42	9	47,36	24	60
The Leader's Good Reputation	06	28,57	10	25	16	40
Total	21	52,5	19	47,5	40	100

The results presented in Table 7 indicate that, according to the overall responses, 52.5% of the respondents answered "Yes," indicating that the leader's positive interpersonal relationships encourage them to communicate with the leader and accept responsibility for assigned tasks within the institution, whereas 47.5% answered "No," indicating that they are less willing to assume such responsibilities. When the independent variable was considered, 60% of the respondents stated that the leader deals with subordinates according to the expectations he holds about them, while 40% attributed their willingness to the leader's good reputation.

The majority of respondents stated that the leader interacts with employees based on his expectations of their abilities and performance. They also indicated that the leader does not reject individual values and customs as long as they do not conflict with the institution's values, even when these are reflected in aspects such as dress style or informal affinities among colleagues. Respondents further noted that the leader encourages initiative and grants employees the freedom to perform their assigned tasks. During the interviews, some participants also emphasized that the leader's positive reputation motivated them to accept greater responsibility, considering this a reflection of their sense of

organizational belonging, which is implicitly expressed through their communication with the organization and their desire to remain and continue working within it.

Table 8. Respondents' Opinions on the Extent to Which the Participative Leadership Style Encourages Subordinates to Adopt the Values of Social Communication Within the Institution

Respondents' Opinions on the Values of Social Communication	Yes		No		Total	
	Frequency	Percentage (%)	Frequency	Frequency	Percentage (%)	Frequency
Leader's Interpersonal Behavioral Skills						
Ability to Foster Team Spirit	19	86,36	11	61,11	30	75
Participation in Decision-Making	03	13,63	07	38,88	10	25
Total	22	55	18	45	40	100

The results presented in Table 8 indicate that, according to the overall responses, 55% of the respondents answered "Yes," indicating that the participative leadership style contributes to encouraging subordinates to adopt the values of social communication, while 45% answered "No." When the independent variable was considered, 75% of the respondents stated that the leader uses his abilities to promote team spirit, whereas 40% indicated that the leader relies on participative decision-making. These findings suggest a positive relationship between the participative leadership style and the promotion of social communication values within the institution.

The majority of respondents stated that the leader, through his interpersonal behavior toward subordinates, encourages teamwork and possesses the ability to guide employees in ways that foster cooperation and collective performance. During the interviews, some respondents also indicated that the leader adopts a participative decision-making approach, which encourages social communication by motivating individuals to voluntarily integrate into group activities. Through this approach, the leader promotes employees' willingness to cooperate and actively participate with the work team.

Partial Findings of the Study

Results of the First Hypothesis

- The participative leadership style encourages subordinates to accept and adhere to organizational communication.
- The leader's effective use of both **technical** and **self (interpersonal)** skills encourages subordinates to communicate directly with the leader through verbal dialogue regarding work-related disagreements or conflicts, rather than submitting formal reports to higher authorities. This approach also strengthens employees' commitment to organizational discipline.
- The leader's promotion of the institution's core organizational elements encourages subordinates to adhere to institutional rituals, as reflected in their participation in official ceremonies and recognition events, as well as their use of the institution's logo and professional email accounts, thereby reinforcing the institution's organizational culture and highlighting its distinctive activities.

Results of the Second Hypothesis

The leader's positive interpersonal relationships—particularly a good reputation and fair treatment of employees according to expectations—encourage subordinates to assume organizational responsibilities while minimizing conflicts and avoiding the imposition of the leader's opinions alone.

The participative leadership style, through promoting teamwork and employee participation in decision-making, encourages subordinates to adopt the values of social communication within the institution, thereby strengthening organizational belonging, integration, continuity, and stability.

CONCLUSION

In conclusion, participative leadership can be regarded as one of the most important elements emphasized by modern organizations to achieve the highest possible level of success. This is due to the leader's communication skills, human-oriented behaviors, and ability to understand situations and address organizational issues effectively. The leader also plays a significant role in reinforcing the values and principles of communication within the organization by encouraging dialogue, cooperation, and shared responsibility.

Based on the general hypothesis concerning the role of participative leadership in enhancing the culture of organizational communication within the university institution, it can be concluded that a democratic leader who effectively utilizes personal and technical competencies, together with human-centered behavior, strengthens communication values within the organization. Such leadership encourages organizational members to assume responsibility, participate in decision-making, and foster a stronger sense of organizational belonging, thereby ensuring the continuity of the organization and the achievement of its objectives.

Accordingly, a leader who adopts dialogue and effective communication as a leadership approach contributes significantly to promoting teamwork and encouraging organizational members to participate freely in the decision-making process. Such leadership also reinforces the values of social communication by promoting the institution's culture and encouraging commitment to its policies and objectives, thereby ensuring organizational sustainability.

Based on these findings, it is recommended to strengthen the role of democratic leadership within organizations in order to improve organizational communication and ensure the optimal application of organizational values and principles.

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