The Impact of Participatory Leadership in Developing the Quality of Career for Human Resources: Exploratory Study of a Sample of Tourism Education Institutions in Iraq

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ABSTRACT

The importance of the study lies in the fact that it will help those in charge of the researched community in promoting the concept of participatory leadership and motivating and investing energies that aim to increase the ability to compete among human resources to raise the level of quality of job services. participatory leadership in it, and exploring the obstacles to its application and trying to address these obstacles. relationship and influence between variables; Several main and sub-hypotheses were developed, and in order to achieve the main objective of the study, answer the questions and test the validity of the hypotheses, the descriptive analytical approach was adopted as a scientific methodology, and the research was adopted in collecting data on the basis of (questionnaire), and a set of statistical measures and methods were used, and it was concluded The researcher referred to the most important scientific results, and they affect the dimensions of participatory leadership combined on the quality of working life in a significant way, as the dimensions(participatory leadership combined) were able to explain (49.8%) of the changes that occur in the quality of working life. The researcher also reached a set of recommendations that were The most important of which is that tourism education institutions should maintain the participation of teachers in decision-making, by showing more care to identify the problems and opinions presented by them and the solutions before making decisions, in a way that ensures that decisions are taken in the light of a clear vision, which is developed in consultation with them.

Keywords: *participatory leadership; quality of work life*

INTRODUCTION:

Participatory leadership has become increasingly important in organizations more than ever before, as modern business organizations have increasingly recognized that high productivity of workers requires new work management relationships. It imposed the need for a quality of working individuals who possess knowledge and have the ability to influence others, for the educational tourism institution in order to achieve its goals and objectives, it is necessary to satisfy its employees in their work, given the importance of the workplace because they spend most of their time in it. The quality of work life encourages creativity among workers, and involves them in decisions that affect their lives at work, and improves their productivity and efficiency, as well as self-realization and self-aggrandizement, and it also focuses its efforts on humanizing work, and seeking to solve problems resulting from the nature of organizations. And

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making efforts to improve the quality of life, in an effort to make jobs more productive and satisfying for working individuals.

Because of the importance of these two variables and testing the relationship between them, the researchers in this study tended to determine the relationship between participatory leadership and its impact on developing the quality of career in tourism education institutions. Achieving the quality of career in tourism education institutions? The aim of the study was; To identify the availability of the dimensions of the quality of career life in tourism education institutions in Iraq from the point of view of the senior management itself, and formulated two main hypotheses to indicate finding scientific and realistic solutions to the problem of the specific study, one of which included there is a significant effect of participatory leadership and its dimensions (participation in decision-making , delegation of authority, human relations (combined in the quality of work life and its dimensions (a healthy work environment, wages and rewards, job security and stability, promotion and career advancement, balance between work and personal life).

Methodology:

First: The research problem:

In view of the fact that tourism education institutions of all sizes and the nature of their activities are exposed to many challenges as a result of the rapid developments and changes taking place in the country. Therefore, these developments and changes imposed the need for a leadership that can successfully face these challenges in complex competitive environments. It also imposed the need for a quality of working individuals. They possess knowledge and have the ability to influence others. Nowadays, for the tourism establishment, in order to achieve its goals and objectives, it is necessary to satisfy its employees in their work, and this is due to the importance of the workplace in people's lives because they spend most of their time in it.

And based on the urgent necessity that drives the leadership of tourism education institutions to be a leadership of change in order to achieve quality in the career life of the individuals working in it by employing the principle of participation in decision-making and decision-making, so the focus on the participatory leadership style and its dimensions began to increase significantly due to its importance In increasing the capabilities of these institutions to deal with the challenges they face. This requires an increasing knowledge and scientific analysis to diagnose the insatiable imbalance in the work environment of educational tourism institutions. Therefore, through this study, we try to answer the following main (central) question:

What is the impact of participatory leadership in achieving the quality of career in tourism education institutions? Accordingly, the researchers try to raise the following questions and then answer them later:

1. To what extent are the human resources in the researched tourism education institutions aware of the concept of participatory leadership and the elements of its application?

2. What is the extent of the influence of participatory leadership in developing the quality of work life of the researched tourism education institutions?

3. What is the role of the quality of work life in increasing the job satisfaction of workers in tourism education institutions, and the role of their participation and commitment in reducing absenteeism and turnover?

Second: Research Objectives:

1. Exploring the obstacles to applying the quality of work life and trying to address these obstacles using the participatory leadership method.

2. Identifying the impact of participatory leadership on the availability of its dimensions in tourism educational institutions.

3. Developing a model linking the variables of the study and verifying its credibility through the basic hypotheses of the study.

4. Formulating some recommendations that it is hoped to benefit from based on the results we have reached, which will be useful to educational institutions and others, and to researchers in this field.

Third: The importance of research:

1. Draw attention to the importance and role of participatory leadership, and the role it can play in developing the quality of work life of the researched institutions.

2. It helps the research community to promote global trends; To increase the chances of achieving work participation and the availability of good jobs.

3. Improving the standard of working life in tourism education institutions by raising salaries, improving the rewards system, and focusing on job satisfaction.

4. Providing opportunities for officials in tourism educational institutions to participate in decision-making, promotion and professionalism.

Fourth: Research Hypotheses:

There is a significant effect of participatory leadership and its dimensions (participation in decision-making, delegation of authority, human relations) combined on the quality of work life and its dimensions (a healthy work environment, wages and rewards, job security and stability, promotion and career progression, balance between work and personal life) that emanate from it. The following sub-hypotheses:

1- The dimensions of participatory leadership together have a significant effect on a healthy work environment

2- The dimensions of participatory leadership together have a significant effect on wages and rewards

3- The dimensions of participatory leadership collectively affect job security and stability in a significant way

4- The dimensions of participatory leadership collectively affect promotion and career advancement in a significant way

5- The dimensions of participatory leadership collectively affect the balance between work and personal life.

Fifth: The research community and its sample:

The researchers adopted tourism education institutions (College of Tourism Sciences / Al-Mustansiriyah University) and (College of Tourism Sciences / University of Karbala) as a place for applying the current research, given that they are closely related to the title of the study, its variables, and the research orientation of the College of Tourism Sciences, whose number is (150) teachers. A sample was chosen There are (110) of them, represented by (the dean of the college - the assistant dean - and the two teachers). The two researchers distributed to them (110) a questionnaire prepared from scales from previous studies, to retrieve from them (110), and the valid ones for statistical analysis are (110), and thus it is a sample Intentional search.

Sixth: Research Methodology:

The researchers adopted the descriptive analytical approach. It is commensurate with the directions of the current study based on surveying the views of the study community.

THE FIRST TOPIC: THEORETICAL FRAMEWORK OF PARTICIPATORY LEADERSHIP

First: The concept of participatory leadership:

The roots of the participatory leadership style go back to the democratic theory, which includes allowing working individuals to participate in decision-making in organizations. It did not produce an integrated set of knowledge and the concept still suffers from some ambiguity, and the complexity of the concept is partly due to the complexity

resulting from the strategies used to analyze and distinguish the concept. (1) tried to use two methods to define the concept, the first included by conducting an analysis based on the assumptions through which participation is distinguished, and the second was by classifying it based on a different topology formulated by different theories in the social sciences. It was defined (2) as the collective process in which workers participate with management in making work-related decisions that contribute to raising the morale of workers. Both (3) defined it as the leader's delegation of some of his powers to the individuals working with him in proportion to the responsibilities entrusted to them, decentralization of leadership and the availability of an effective system of communications. The participatory leader should be striving to Development that works to sustain the natural resources presenting tourist destinations، to ensure their preservation and survival for future generations، and to achieve the well-being and economic prosperity of host communities(4)They pointed out (5) that it is the process of transferring information and common understanding of influencing others and agreeing on what is required to achieve it, and how to make it possible and the process of strengthening individuals and collaborative efforts to achieve the common goals of individuals and organizations.

Second: Dimensions of participatory leadership:

1- Participation in decision-making:

Since the advent of participatory leadership theory, many scholars have provided guidelines for applying techniques for participatory leadership, the most important of which is to allow individual workers to participate in decision-making. Participatory leaders work to allow subordinates to make and implement their decisions, but during implementation, the leader must use a kind of command and control to make sure that what the team has decided is implemented. The individual work for participatory leadership (6). Participatory leadership always includes different forms of decision-making and decision-making procedures for working individuals (7), As decision-making is directly related to the achievement of various organizational goals and objectives, there are different classifications regarding decision-making procedures, but so far there has been no agreement on the number of optimal or best decision-making procedures, however, most theorists recognize four decision-making procedures, which are as follows: (8)

1 - Authoritarian decisions: that is, leaders make their own decisions without asking for the opinions or suggestions of the employees, which means that the employees have no direct influence on the decision (without participation).

2- Consultations: that is, the leaders ask the opinions and ideas of the workers, then they make their own decisions after seriously considering the suggestions of the workers.

3- Participatory decisions: that is, leaders meet with working individuals to discuss decisions and problems and make joint decisions.

4- Delegation: that is, the leader gives the authority or responsibility to the working individual or the group to make decisions.

The leader who implements the method of participation in decision-making creates an environment based on transparent information and knowledge, where subordinates feel that they are participating in the decision-making process. And when leaders involve individuals working in decision-making, it will encourage interaction or participation between leaders and all stakeholders, which leads to good results and increases the commitment of members who work under participatory leadership, which makes them more likely to show innovative work behavior (9).

2- Delegation of authority:

It is meant to delegate some of his duties and powers to the leader to some of his subordinates, explaining to them the limits of these duties and the results that they want to achieve. a task. Authority is widely distributed within the group or work team of individuals rather than being localized to any individual working in the role of supervisor, and leaders must be comprehensive in their thinking and approach to enable working individuals to acquire the appropriate talents for the team, and leaders can use participatory consultative leadership where be applicable (10). The participatory style delegates subordinate leaders some powers to solve problems, and the leader relies on enhancing functional cooperation, avoiding creating a fearful work atmosphere, and creating conditions that make all subordinates confident

(11). Also, the participatory leadership style promotes the sharing of responsibility and the practice of delegation and continuous consultation, in this, effectively delegating tasks to subordinates and giving them full control and responsibility for those tasks, and encouraging others to become good leaders. (12) Therefore, applying The policy of delegation of authority is related to the way of leadership. Participatory leaders often have a clearer way and delegate some of their powers to the working individuals, which contributes to increasing innovation and inspiration as they lead the workers to development and thus push the organization forward (13).

3- Human Relations:

Human relations represent the right approach to searching for the seriousness of human interaction between working individuals and higher managements. It motivates them to perform their job tasks effectively. The participatory leadership focuses on the human aspect and the relationships within the organization. One of its methods is the creation of a system of rewards. Business (14), and that working individuals need to realize that their efforts can lead to tangible rewards so that they can strive to achieve optimal productivity, and the reward may be economic in the form of an increase, promotion, or gifts, or it may be non-economic such as granting Employees leave (15). The implementation of the method of human relations by the participatory leader will create an environment based on transparency of information and knowledge, and enhance the feeling of subordinates that they are respected and their work is appreciated. As a result, this contributes to innovative employee behavior because subordinates have an increased drive to come up with new ideas, as they see more empowerment and involvement on the part of the leader (16).

THE SECOND TOPIC: INTELLECTUAL FOUNDATIONS FOR THE QUALITY OF WORKING LIFE

First: The concept of quality of work life:

The concept of quality of work life has become one of the global issues and the most important challenges that organizations face at the present time. The biggest challenge has become how to obtain job satisfaction and how to focus on working individuals more than business. A working individual who is dissatisfied with work can be the first enemy of the organization. But if they are focused on and their needs are secured and they feel that they are a vital part of the organization, they will tend to act and participate more. The concept of quality of work life and human resources management are linked together, both of which are related to working individuals. The quality of work life is one of the most important elements in recruitment and staff retention, which has a significant impact on retaining the required number of workers in organizations (17). Studies of the quality of work life Human resources are a basic element in tourism organizations and they must be retained and preserved, so the organization's orientations have become towards ensuring the comprehensive well-being of working individuals in order to achieve sustainable organizational performance. (18).

It has been defined as a standard expression that covers the feelings of the working individual about every aspect of work, including rewards, economic benefits, security, working conditions, organizational and personal relationships, and their basic meaning in a person's life. As indicated by (19), it is a multidimensional concept adopted by companies in order to provide better working conditions for working individuals to make them more satisfied and comfortable in the organization (20). It is also defined as the workers' satisfaction with the personal needs provided by the organization and the work needs provided by the individual worker to the organization As for (21). The concept of quality of work life deals with all aspects of work, especially the physical and psychological perception created by the organization's work environment and the working conditions of the working individuals. It includes the physical working conditions of the work environment such as (wages, lighting, ventilation and heating, relations with managers and colleagues, participation in decisions, promotion opportunities, and opportunities social, vocational training, job security, (22).

Second: Dimensions of the quality of work life:

1- A healthy work environment:

It is the practice of a number of activities aimed at protecting the working individuals and ensuring their safety within the organization from exposure to accidents or injury during work. They are policies followed by the organization to protect workers of all kinds and the nature of their work without distinguishing between any of them.

Or prevent their occurrence during the performance of work (23). As the individuals working in the organization are the main resource, the real wealth, and the main axis of production at work, the machines and equipment, no matter how developed they are, and whatever the technological development, the organization will still need the basic resource, which is human resources, so organizations are working on the availability of safe and healthy environmental conditions to protect workers (24). A safe and healthy environment is one of the most important issues that organizations deal with every day. It is no longer acceptable to involve workers in dangerous work environments, and there are many things that can affect the health and safety of employees such as noise, fumes and heat along with chemical, radiological, physical and biological issues, so the environment and working conditions must be comfortable enough to help the working individuals To perform their work in a better way and ensure the safety of workers who operate dangerous machines and equipment (25).

2- Wages and bonuses:

The dimension of wages and rewards for the quality of working life is primarily the quality of life that the working individual practices in his workplace, which unless it is achieved for the workers, there can be no source of inspiration for the job, as it has a very important role in motivating the working individuals (26). The rewards system has a significant impact on the performance of the work of the employees that can lead to increased motivation, so the organization must have an appropriate system for evaluating the performance of the work, and the availability of job-related policies increases the satisfaction of the working individuals. As for wages, it is the best factor that gives more job satisfaction. (27).

3- Job security and stability:

Stability and job security represent the psychological and physical comfort that the working individual enjoys within the organization as a result of ensuring that they remain in their jobs permanently and the extent to which they perform their tasks in the best conditions, such as health coverage and means of preventing accidents at work (28). Many scholars have striven to put the first steps to explain job stability at work, as they have realized the role that the organization plays in improving the material and moral conditions of working individuals, which will lead to increased stability at work and adaptation to all circumstances (29)

4- Promotion and career advancement:

The aspects of promotion and career advancement of human resources are the main path for the subsequent effects on the quality of career life. Learning, innovation and intellectual capabilities to suit the changing needs of the organization (30). Functional performance is a necessary requirement and has a special place within the organization as it is considered the means that motivates senior management to follow up their providers of duties and responsibilities continuously، as well as pushing working people to work seriously، efficiently and effectively، and being one of the essential tools to measure aspects associated with effective performance efficiently and effectively and know the extent of productivity and contribution of working individuals or individuals to productivity.(31).

5- Balance between work and personal life:
Here, organizations must work to strike a balance between work and personal life by setting fair working hours, creating a comfortable work atmosphere, giving them the opportunity to participate in religious events, ensuring that there are no physical and mental harms during work, as well as ensuring the distance between the workplace and home (32).The study presented by (33) showed that there is a statistically significant relationship between educational qualification and the balance between life and work, as well as between self-motivation and working conditions for working individuals, as workers who have fewer years of experience in the organization find it difficult to Balancing their work life Because they need more time to learn their jobs, growth opportunities are available for highly qualified workers.

THE THIRD TOPIC: THE PRACTICAL SIDE

Analyzing and diagnosing research variables and testing research hypotheses according to descriptive statistical methods

First: Test the validity and reliability of the questionnaire:

a. Validity measurement using reliability coefficient and exploratory factor analysis:

Table (1) shows the results of the validity and reliability coefficient for each of its axes (participatory leadership, quality of work life).

1- Exploratory factor analysis: An analysis (Kieser-Meyer-Olken) was conducted for the purpose of knowing the adequacy of the sample size to conduct the factor analysis, as the value of the adequacy of the sample size test for the participatory leadership variable was through (21) items represented by (KMO = 0.688) and with a Chi-square value (996.238) at the degree of freedom (210), with a probability value of (0.000), with a combined explained variance (61.984%), with a latent root value of (13.017), as for the results of the quality of functional life through (20) items represented by (KMO = 0.759), with a chi-square value of (1110.806). At the degree of freedom (208), with a probability value (0.000), with a compound explained variance (62.677%), and with a latent root value (12.536), all of these tests exceed the required values, according to Table (1).

Table (3) Validity and reliability of research dimensions at the level of sample answers (n = 110)

Honesty coefficient	Stability Coefficient	Number of questions	Coding	Dimensions
0.914	0.836	21	X	**Participatory leadership**
0.861	0.741	20	Y	**Quality of working life**
0.836		21		**Measure the stability of individual vertebrae**
0.741		20		**Measurement of the stability of the paired vertebrae**
0.622		**The value of the odd and even part correlation coefficient of the resolution**		
0.767		**Spearman Brown Labs**		
0.764		**Guttmann Partition Half Factor**		
0.863		41		**The overall stability of the resolution**
Quality of working life		Participatory leadership		**Tests**
0.759		0.688		**Kaeser-Meyer-Olkin test**
1110.806		996.238		**Bartlett test (chi squared)**
208		210		**Dgree**
0.000		0.000		**significance level**
5		3		**Number of factors**
62.677%		61.984%		**Explained cumulative variance**
12.536		13.017		**The value of the aggregate latent root**
20		21		**Number of questions**

Source: prepared by the two researchers based on the program (SPSS V.28).

2- Confirmative factor analysis:

Healthy work environment							Independent variable
α	P-V	T	A R²	R²	β	F	
2.455	0.702	0.384	0.060	0.067	0.039	7.789	Participation in decision making
	0.639	0.471			0.051		Delegation of authority
	0.006	2.791			0.347		Human relationships

In order to identify the validity of the structure, the concept, and the ability of the questionnaire to adapt to the theoretical aspect, the confirmatory factor analysis was employed for the data of the variables (participatory leadership, quality of work life) through the (CFA) test, as it is the best method used to verify the structural validity of the scales, so the researchers used the (AMOS V.25) program.) to ensure the results of the confirmatory factor analysis due to the fact that the sample is (110) observations from the teaching of the Faculty of Tourism Sciences at Al-Mustansiriya University and the University of Karbala, which can adopt the program to conduct the confirmatory factor analysis of the variables items.

Second: Test the impact of participatory leadership on the quality of working life:

1- Verification of the first sub-hypothesis: the combined dimensions of participatory leadership have a significant effect on a healthy work environment:

The results of table (2) showed that there is a weak interpretation coefficient of (0.067), and an average interpretation coefficient of (0.060), as the dimensions (participatory leadership combined) were able to explain (6.7%) of the changes that occur in a healthy work environment. The remaining (93.3%) are for other variables that were not included in the tested model, as the value of (F) calculated for the model was (7.789), which exceeds its tabulated value (3.930) at a degree of freedom (109) and with a probability value (0.05), as these results lead to acceptance The first sub-hypothesis of the second main hypothesis (the combined dimensions of participatory leadership in a healthy work environment have a significant effect), while it was shown that there is a direct positive effect of the dimension of human relations in a healthy work environment with an amount of (0.347) with a probability value of (0.006), and with a value of (T) calculated (2.791), while no investment was shown for the dimension (participation in decision-making, delegation of authority) in improving a healthy work environment, while the equation for predicting a healthy work environment in terms of participatory leadership and its dimensions combined was as follows:

Table (2) The effect of participatory leadership dimensions on a healthy work environment (n = 110)

Healthy work environment (Y) = (2.455) + 0.347 * (human relations)

Source: prepared by the researchers based on the outputs of the program (SPSS V.28).

2- Verification of the second sub-hypothesis: the dimensions of participatory leadership collectively affect wages and rewards significantly:

The results of table (3) showed that there is an interpretation coefficient (0.181), and an average interpretation coefficient (0.170), as the dimensions (participatory leadership with its dimensions combined) were able to explain (17%) of the changes in wages and rewards, while the remaining percentage is attributed to (83% for other variables that were not included in the tested model, as the value of (F) calculated for the model was (11.861), which exceeds its tabulated value (3.930) at a degree of freedom (109) and with a probability value (0.05), as these results lead to the acceptance of the second sub-hypothesis From the second main hypothesis (the dimensions of participatory leadership collectively affect wages and rewards in a significant way).

While it was found that there was a direct positive effect of the dimension of participation in decision-making in wages and rewards with an amount of (0.373) with a probability value of (0.006), and with a calculated (T) value of (2.813), in addition to the presence of an effect of the dimension of delegation of authority of an amount of (0.348) with a probability value of (0.014). And the value of (T) calculated (2.496), which is more than its tabular value (1.9823) with a degree of freedom (109) and a probability value (0.05), while no investment appeared for the (human relations) dimension in improving wages and rewards, while the equation for predicting wages and rewards was in terms of leadership Participatory dimensions combined as follows:

> **Wages and bonuses (Y) = (0.977) + 0.348 * (delegation of authority) + 0.373 * (participation in decision-making)**

Table (3) The effect of participatory leadership dimensions on wages and rewards (n = 110)

Wages and rewards							Independent variable
α	P	T	A R²	R²	β	F	
0.977	0.006	2.183	0.170	0.181	0.373	11.861	Participation in decision making
	0.014	2.496			0.348		Delegation of authority
	0.135	1.506			0.157		Human relationships

Source: prepared by the researchers based on the outputs of the program (SPSS V.28).

3- Verifying the third sub-hypothesis: the dimensions of participatory leadership collectively affect job security and stability have a significant impact:

The results of table (4) showed that there is an interpretation coefficient (0.585), and an average interpretation coefficient (0.577), as the dimensions (participatory leadership combined) were able to explain (57.7%) of the changes that occur in security and job stability, while the remaining percentage is attributed to (42.3% for other variables that were not included in the tested model, as the interpretation model is a statistically acceptable model that can be relied upon in explaining the improvement in security and job stability due to participatory leadership with its dimensions combined, and it is a strong model, while the value of (F) calculated for the model was (75.268). Which exceeds its scheduled value (3.930) at the degree of freedom (109) and with a probability value (0.05), as these results lead to the acceptance of the third sub-hypothesis of the second main hypothesis (the dimensions of participatory leadership collectively affect job security and stability have a significant impact).

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While it was found that there was a direct positive effect of the delegation of authority dimension in job security and stability with an amount of (0.428) with a probability value of (0.000), with a calculated (T) value of (4.552), in addition to the presence of an effect of the dimension of human relations in job security and stability with an amount of (0.621) and with a probability value (0.621). 0.000) and the value of (T) calculated (7.414), which is more than its tabular value (1.9825) with a degree of freedom (109), while no investment appeared for the dimension of participation in decision-making in improving job security and stability, as the researchers noted the accreditation of the faculties of Tourism Sciences at Al-Mustansiriya University And the University of Karbala on the dimensions of participatory leadership (delegation of authority, human relations) in improving security and job stability in a positive way, while the equation for predicting security and job stability was in terms of participatory leadership with its dimensions combined as follows:

Job security and stability							Independent variable
α	P	T	A R²	R²	β	F	
	0.280	1.085			0.076		**Participation in decision making**
0.371			0.577	0.585		75.268	
	0.000	4.552			0.428		**Delegation of authority**
	0.000	7.414			0.621		**Human relationships**

Job security and stability (Y) = (0.371) + 0.428 * (delegation of authority) + 0.621 * (human relations)

Table (4) The effect of the dimensions of participatory leadership on job security and stability (n = 110)

Source: prepared by the researchers based on the outputs of the program (SPSS V.28).

4- Verifying the fourth sub-hypothesis: the dimensions of participatory leadership collectively affect promotion and career advancement in a significant way:

The results of table (5) showed that there is a strong interpretation coefficient of (0.801), and an average interpretation coefficient of (0.797), as the dimensions (participatory leadership combined) were able to explain (79.7%) of the changes that occur in promotion and career advancement, while the percentage is attributed to The remaining (20.3%) for other variables that were not included in the tested model, as the value of (F) calculated for the model was (215.591), which exceeds its tabulated value (3.930) at the degree of freedom (109) and with a probability value (0.05), as these results lead to acceptance The fourth sub-hypothesis of the second main hypothesis (the combined dimensions of participatory leadership have a significant effect on promotion and career advancement).

While it was found that there was a direct positive effect of the dimension of human relations in promotion and career advancement with an amount of (0.841) with a probability value of (0.000), and a calculated (T) value of (19.874), with an effect of the dimension of participation in decision-making amounting to (0.103) at a probability value of (0.029). With the value of (T) calculated (2.209), while no investment appeared for the dimension (and delegation of authority) in improving promotion and career advancement, while the equation for predicting promotion and career advancement was in terms of participatory leadership with its dimensions combined according to the following:

Promotion and career advancement (Y) = (0.405) + 0.841 * (human relations) + 0.841 * (participation in decision-making)

Table (5) The effect of participatory leadership dimensions on promotion and career advancement (n = 110)

Promotion and career advancement								Independent variable
α	P-V	T	A R²	R²	β	F		
0.405	0.029	2.209	0.797	0.801	0.103	215.591		Participation in decision making
	0.659	0.442			0.023			Delegation of authority
	0.000	19.874			0.841			Human relationships

Source: prepared by the researchers based on the outputs of the program (SPSS V.28).

5- Verification of the fifth sub-hypothesis: The dimensions of participatory leadership collectively affect the balance between work and personal life in a significant way:

The results of table (6) showed that there is a weak interpretation coefficient of (0.113), and an average interpretation coefficient of (0.105), as the dimensions (participatory leadership combined) were able to explain (10.5%) of the changes that occur in the balance between work and personal life, while The remaining percentage (89.5%) is attributed to other variables that were not included in the tested model, as the value of (F) calculated for the model was (13.775), which exceeds its tabulated value (3.930) at the degree of freedom (109) and with a probability value (0.05), as these results lead To accept the fifth sub-hypothesis of the second main hypothesis (the combined dimensions of participatory leadership affect the balance between work and personal life in a significant way).

While it was found that there was a direct positive effect of the dimension of human relations in the balance between work and personal life, with an amount of (0.452), with a probability value of (0.000), and with a calculated (T) value of (3.711), while no investment was shown for the dimension (participation in decision-making, and delegation of authority) in Improving the balance between work and personal life, while the formula for predicting a healthy work environment in terms of participatory leadership and its dimensions combined was as follows:

Work-life balance (Y) = (1.985) + 0.452 * (human relations)

Table (6) The effect of participatory leadership dimensions on a healthy work environment (n = 110)

Work and personal life							Independent variable
α	P-V	T	A R²	R²	β	F	
1.985	0.209	1.264	0.105	0.113	0.124	13.775	Participation in decision making

	0.965	0.044			0.005	**Delegation of authority**
	0.000	3.711			0.452	**Human relationships**

Source: prepared by the researchers based on the outputs of the program (SPSS V.28).

6- Verifying the second main hypothesis: the dimensions of participatory leadership collectively affect the quality of working life in a significant way:

The results of table (7) showed that there is an interpretation coefficient (0.507), and an average interpretation coefficient (0.498), as the dimensions (participatory leadership combined) were able to explain (49.8%) of the changes that occur in the quality of working life, while the remaining percentage is attributed to (50.2% for other variables that were not included in the tested model, as the interpretation model is a powerful model that can be relied upon in explaining the improvement that occurs in the quality of working life due to participatory leadership in all its dimensions combined, especially that the value of (F) calculated for the model is (55.093), which is more than its value Tabular (3.930) at the probability value (0.05).

While it was found that there is a direct positive effect of the delegation of authority dimension on the quality of work life with an amount of (0.167) with a probability value of (0.034), and with a calculated (T) value of (2.144), in addition to the presence of an effect of the human relations dimension of an amount of (0.534) with a probability value of (0.000) and with a value of (0.000). T) calculated (7.698), which is more than its scheduled value (1.9825), while no investment was shown for the participation in decision-making in improving the quality of career life, as the researchers noted the dependence of the Colleges of Tourism Sciences at Al-Mustansiriya University and the University of Karbala on the dimensions of participatory leadership (delegation of authority , human relations) in improving the quality of working life in a positive way, as these results lead to accepting the second main hypothesis (the combined dimensions of participatory leadership affect the quality of working life in a significant way), according to the following equation:

> **Quality of work life (Y) = (1.086) + 0.167 * (delegation of authority) + 0.534 * (human relations)**

Table (6) The effect of participatory leadership dimensions on the quality of working life (n = 110)

							Independent variable
					Quality of working life		
α	**P**	**T**	**A R²**	**R²**	**β**	**F**	
1.086	0.646	0.461	0.498	0.507	0.035	55.093	**Participation in decision making**
	0.034	2.144			0.167		**Delegation of authority**
	0.000	7.698			0.534		**Human relationships**

Source: prepared by the researchers based on the outputs of the program (SPSS V.28).

As a result of the aforementioned, the researchers noticed that the faculties of Tourism Sciences at Al-Mustansiriya University and the University of Karbala resorted to adopting a series of participatory process practiced by their leaders with their followers, and they realized it through their response (teachers) to solve problems by consulting them before making a decision and in all college operations for the purpose of achieving its goals and by relying on delegation of authority And the establishment of human relations between its teachers and their leaders in order to improve the creation of a good work environment in which all the requirements of its teachers are met, in a way that makes them contribute positively to achieving satisfaction and improving the methods of performing their work and accomplishing their tasks, as well as making a positive contribution to achieving the organizational goals of the Colleges of Tourism.

CONCLUSIONS AND RECOMMENDATIONS

First: conclusions

1- The focus of the faculties of Tourism Sciences at Al-Mustansiriya University and the University of Karbala became clear on participation in decision-making and directing them mainly to improve participatory leadership as a result of their keenness to identify the problems and opinions put forward by the staff to solve them before making decisions, as well as taking the opinions and ideas of the staff into account when making a decision. strategic.

2- The Faculties of Tourism Sciences at Al-Mustansiriya University and the University of Karbala showed their high interest in delegating authority, which leads to strengthening participatory leadership by ensuring continuous guidance to help the staff to exercise the powers that are delegated to them, as well as developing a spirit of mutual responsibility between the institution and the staff, to achieve results positive at work.

3- Showing the interest of the two colleges efficiently in human relations and in a way that improves the level of participatory leadership as a result of their ability to understand the problems of the staff and work to solve them, in addition to their keenness to sustain social communication and mutual respect with the staff.

4- The two colleges tended to pay attention to having a healthy work environment, which made them provide an appropriate work environment in terms of cleanliness and ventilation, and commitment to implementing legislation and occupational safety and health laws for the staff.

5- The two colleges were keen to provide wages and rewards, as they provided material and moral rewards for the distinguished staff in performance, in addition to not hesitating to grant paid vacations in the event that the staff requested that.

6- The two colleges focused on job security and stability, in a way that improves the quality of working life through its keenness to make the staff feel safe and job stable and not suffer from any threat during work, and to provide job security so that the staff is satisfied, and they face lower levels of stress.

7- The Faculties of Tourism Sciences at Al-Mustansiriya University and Karbala expressed their adherence to promotion and career advancement as a main focus through which the quality of career life is enhanced through its keenness to develop its human resources and develop their capabilities in terms of learning, innovation and mental abilities to suit their changing needs, as well as their focus on implementing training programs and workshops And seminars to advance the staff in their career paths and self-development.

8- The two colleges show interest in the balance between work and personal life by providing support to individuals working outside the work environment in creating a family climate and providing various social services, and granting the necessary facilities to support and develop the staff and complete their studies and obtain higher education certificates.

9- The two colleges adopted participatory leadership to improve the quality of career life by focusing on delegation of authority and human relations, as well as the following:

a. Employing human relations in improving the level of a healthy work environment.

b. Adopting participation in decision-making and delegation of authority when improving wages and rewards.

c. She showed her focus on delegation of authority and human relations while improving job security and stability.

d. She made sure to delegate authority when she wanted to improve the level of promotion and career advancement.

e. Employed human relations in improving the level of balance in work and personal life.

Secondly…Recommendations and mechanisms for their implementation:

1- The Faculties of Tourism Sciences at Al-Mustansiriya University and the University of Karbala should maintain their current interest in the participation of their teachers in decision-making, by showing more care to identify the problems and opinions put forward by the staff to solve them before making decisions, in a way that makes their decision-making in the light of a clear vision which are developed in consultation with them, in addition to its tendency to adopt the following mechanisms:

a. Improving the ability to spread conviction of the importance of participatory leadership and decision-making on a collaborative basis.

b. Allowing teaching staff to express their opinions freely when making a decision.

c. Taking into account the opinions and ideas of the teaching staff when making the strategic decision.

d. Giving confidence to everyone by allowing them to participate in decision-making, in a way that will increase their productivity.

e. Supporting the creative ideas and proposals presented by them, in a way that contributes to good decision-making.

2- The need for the two faculties of tourism sciences to resort to delegating authority mainly in a manner that enhances the practices of participatory leadership, through their keenness to provide continuous directives to help the staff to exercise the powers that are delegated to them, and to follow up on the obstacles they face during the implementation of the tasks delegated to them, and to give them authority and delegate powers that impede their productivity to be ready to solve emergency and chronic work problems on their own, as well as adopt the following tactics:

a. Work to develop a spirit of mutual responsibility between the college and its owners, to achieve positive results at work.

b. Contribute to overcoming the difficulties that hinder the implementation of the tasks delegated to them.

c. Granting its owners the freedom to act in the face of various situations without referring to the higher leadership.

d. Distribution of tasks, burdens, duties and powers, each according to his competence and ability to accomplish.

3- To work on improving the human relations of the Faculties of Tourism Sciences at Al-Mustansiriya University and the University of Karbala through their keenness to sustain social communication and mutual respect with their teaching staff, in a way that develops their ability to understand and solve special problems, by providing a work environment based on understanding, respect and cooperative participation, while making sure to employ Individuals who are associated with each other with good working relationships that increase their job satisfaction, in addition to focusing on the following mechanisms:

a. Ensure the sustainability of social communication and mutual respect with its owners.

b. Establishing social relations among its members in a way that contributes to building a good work environment among them.

c. Participate in humanitarian and social activities with various individuals and organizations.

4- The two colleges under study should pay attention to a healthy work environment through their keenness to find a suitable work environment in terms of cleanliness and ventilation, and to protect their teaching staff and ensure their safety during work from exposure to accidents or work injuries, with the need to take into consideration the following:

a. Commitment to implement legislation and occupational safety and health laws for its teaching staff.

b. Improve their interest in implementing programs that ensure the identification of health and safety risks to them.

5- The need to pay attention to the wages and rewards programs offered by the two colleges, by providing them with material and moral rewards for distinguished staff in the performance of their duties, and ensuring the availability of a fair system of wages and rewards to satisfy the needs and desires of the staff and reward them as a result of their dedication to work, while adopting the following mechanisms:

a. Avoid hesitation in granting paid vacations when requested.

b. Enhancing their satisfaction and ability to work through the type and quantity of rewards and wages offered to staffing.

6- Work to improve job security and stability among the teaching staff of the Faculties of Tourism Sciences at Al-Mustansiriya University and Karbala University by giving a sense of security and job stability and avoiding threats during work, and providing an appropriate job climate that increases their loyalty and reduces their dissatisfaction, taking into consideration The following mechanisms:

a. Providing job security so that they are satisfied with their stay, and they face lower levels of stress.

b. Providing equal opportunities for growth and improving their abilities during work.

7- The two colleges should enhance their interest in the promotion and career advancement of their teaching staff by developing their human resources and developing their capabilities in terms of learning, innovation and mental capabilities to suit their changing needs, and focus on implementing training programs, workshops and seminars to advance them within their career path and self-development, taking into consideration the following mechanisms:

a. Appreciate their contributions during their performance and work on promoting them and obtaining well-being leading to job satisfaction.

b. Supporting a clear and appropriate system for job promotions.

8- Work on improving the balance between work and personal life in both colleges by supporting their members outside the work environment and striving to create a family climate based on diversifying social services, and creating a balance between work and personal life for them by setting fair working hours, in addition to adopting the following mechanisms:

a. Granting the necessary facilities to support and develop the owners, complete their studies, and obtain higher education certificates.

b. Achieving justice and equality at work to eliminate conflict, frequent absence and work pressures.

9- The need for the two colleges to adopt participatory leadership in improving the quality of working life by focusing on delegation of authority and human relations, as well as the following:

a. Employing human relations in improving the level of a healthy work environment.

b. Adopting participation in decision-making and delegation of authority when improving wages and rewards.

c. Turki on the delegation of authority and human relations when improving job security and stability.

d. Ensure to delegate authority when it wants to improve the level of promotion and career advancement.

e. Investing in human relations in improving the level of balance in work and personal life.

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