

PARTICIPATIVE LEADERSHIP: A SECTORAL REVIEW OF HYBRID LEADERSHIP FRAMEWORKS

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ABSTRACT

This review paper investigates how participative leadership is understood and practiced across Algeria's healthcare, education, industrial, and local governance sectors. Using an integrative literature review approach, it brings together national and international studies to evaluate both the strengths and limitations of participative leadership within the Algerian institutional context. The findings show that participative leadership can strengthen motivation, spark innovation, and build organizational trust. However, its impact is often held back by centralized authority, rigid bureaucracy, and weak civic infrastructure. Drawing on insights from multiple sectors, the paper proposes a hybrid leadership model that blends Likert's structural openness, Vroom and Jago's situational adaptability, and Bass and Riggio's transformational vision. Tailored to Algeria's governance challenges, this model highlights the importance of civic education, leadership development, and decentralization as enabling conditions. Ultimately, the review offers a context aware framework to guide future research, inform policy, and support more inclusive and responsive governance in Algeria and other transitional systems.

Keywords: participative leadership, Algerian governance, institutional reform, civic engagement, organizational dynamics, hybrid leadership model

INTRODUCTION

Participative leadership is increasingly recognized as a valuable approach to governance and management, particularly in contexts where trust, inclusion, and shared responsibility are essential for achieving meaningful results. This conceptualization is supported by evidence from a range of global contexts, where participative leadership has been linked to stronger communication, higher motivation, increased innovation, and improved institutional responsiveness (Gastil, 1994; Fatoki, 2023; Miao & Zhang, 2023).

However, putting participative leadership into practice is rarely straightforward. Its effectiveness depends not just on leadership intentions, but also on broader institutional frameworks, cultural expectations, and the degree of flexibility within governance systems. In highly centralized or bureaucratic settings, participative

practices often remain superficial used more as symbolic gestures than as meaningful shifts in power sharing. Algeria provides a particularly compelling case for examining these dynamics. Although national discourse increasingly promotes participatory governance, real world leadership practices often vary widely between sectors such as healthcare, education, industry, and local administration.

This review paper takes a close look at how participative leadership has been studied and implemented within Algerian institutions. Rather than introducing new empirical findings, it draws on existing academic literature to explore how the concept has been defined, interpreted, and applied across different sectors. The aim is twofold: first, to identify recurring patterns, challenges, and enabling conditions that shape participative leadership in Algeria; and second, to link these national insights with international research and theory, offering a broader framework that can guide leadership development in similar governance environments.

One of the key strengths of this review lies in its cross-sector and integrative approach. Rather than treating each institutional setting in isolation, the paper identifies shared themes and contrasts, placing Algerian experiences within the context of well-established leadership theories such as Likert's System 4, Vroom and Jago's contingency model, and transformational leadership frameworks. In doing so, it develops a hybrid conceptual model tailored to Algeria's unique governance landscape, where both structural reform and cultural adaptation are needed.

The structure of the paper is as follows: Section 2 reviews the core concepts of participative leadership, drawing from global and local sources. Section 3 explains the methodology used to select and analyze relevant literature. Section 4 presents the main findings, organized by sector and supplemented with comparative insights. Finally, Section 5 offers conclusions and practical recommendations for researchers, policymakers, and institutional leaders.

By clarifying what is known, what is working, and where key gaps remain, this review aims to support ongoing efforts to strengthen participative leadership in Algeria and in other transitional systems facing similar institutional hurdles.

Participative leadership has gained steady recognition as an effective leadership style across both public and private sectors. At its heart, it involves giving employees or stakeholders a real voice in decision making both in strategic matters and in everyday operations. Unlike more hierarchical or autocratic approaches, participative leadership encourages collaboration, honest feedback, and joint problem solving. The result is often a stronger sense of trust, shared responsibility, and organizational belonging (*Gastil, 1994*). For example, *Chan (2019)* emphasizes that transparent dialogue and effective delegation are essential to helping employees feel that their input truly matters. This isn't just theoretical: *Fatoki (2023)* found a 28% rise in job satisfaction among South African SMME employees, with psychological empowerment accounting for more than half of the improvement. In Kenya, participative leadership has also proven practical *Ochieng et al. (2023)* showed it explained nearly 7% of performance variance in manufacturing SMEs, significantly boosting productivity, revenue, and innovation.

The roots of participative leadership go back to Kurt Lewin's classic studies in 1947, which showed that democratic leadership styles created stronger group

cohesion and satisfaction than either autocratic or laissez faire models. This early work laid the foundation for later contributions. *Likert* (1967), for instance, introduced the System 4 model, portraying participative leadership as the most advanced management style built on shared decision making, open communication, and supportive relationships. *Vroom and Jago* (1988) expanded this thinking with a contingency approach, showing that leaders need to tailor the level of participation to the situation, based on how critical a decision is and how much expertise the team brings. Adding a more motivational lens, *Bass and Riggio's* (2006) transformational leadership theory demonstrated how shared authority, when paired with a compelling vision, can drive innovation and performance even in traditionally rigid systems.

While each of these theories brings something unique, their relevance varies depending on the institutional context. Likert's model, for example, assumes a cooperative and relatively stable organization conditions that may not always apply in countries like Algeria, where bureaucratic inertia and centralized control remain strong. Vroom and Jago's flexible, situational model may be more applicable, offering practical ways for leaders to engage others without abandoning structure. Meanwhile, transformational leadership helps fill in motivational gaps, inspiring change and trust where formal mechanisms fall short. These distinctions matter in Algeria, where decentralization policies often coexist with tight administrative control. A hybrid model, one that blends participative structures, situational flexibility, and visionary leadership, may be more effective in adapting to local constraints while gradually building a more engaged culture.

Looking beyond theory, global empirical research has also affirmed the benefits of participative leadership. *Miao and Zhang* (2023) found that it strongly predicts "voice behavior" among public servants, especially when employees feel a strong connection to their organization and work in low power distance cultures. In Pakistan, *Khattak et al.* (2023) reported that participative leadership encouraged organizational citizenship behavior through psychological empowerment. Emotional intelligence, particularly empathy, has also emerged as a key ingredient: *Ugoani* (2023) showed that emotionally attuned leaders are better at building committed, collaborative teams. In education, *Sagnak* (2016) found that intrinsic motivation plays a central role in linking participative leadership to proactive behaviors, reinforcing the importance of internal drivers for sustained engagement.

Algerian research has begun to echo these global findings, though with important contextual nuances. In the health sector, *Amraoui et al.* (2024) found that participative leadership helped reduce "organizational silence," accounting for 7.6% of the variance suggesting that giving employees a voice may help them speak up about concerns. In industry, *Amel* (2025) highlighted how digital tools enhanced participative leadership practices at CETIM (GICA Group), boosting innovation and knowledge sharing. In universities, *Ghideri and Bousalem* (2023) showed that participative leadership helped reduce staff cynicism, especially when civic virtue mediated the effect. *Meziani et al.* (2025), working in the education sector in Maghnia, found a significant improvement in decision making quality ($\beta = 0.346$, $p < .001$) under democratic leadership structures.

However, challenges remain particularly at the local governance level. Despite laws promoting citizen engagement, actual participation tends to be weak. *Benoumeldjadj and Bouchareb* (2022), using ELECTRE analysis in Constantine, found that most residents remained disengaged due to limited awareness and highly centralized financial structures. *Nedjar* (2025), comparing the CapDeL program with the El Ghaith association, revealed that while civil society groups can build local capacity, they often struggle against fragmented legal systems, inconsistent political will, and a lack of funding.

Overall, while the research base is expanding, it still has clear limitations. Many studies are cross-sectional, which makes it hard to understand how participative leadership develops or fails over time. The focus is also heavily tilted toward the public sector, leaving private businesses and the informal economy underexplored, despite their growing importance in Algeria's development. And although hybrid leadership models are often discussed, few have been tested or applied in real world contexts. Moving forward, research would benefit from more longitudinal studies, broader sectoral coverage, and mixed method approaches. These steps would help clarify how participative leadership can take root, evolve, and thrive within Algeria's complex and changing institutional landscape.

RESULTS AND DISCUSSION

This section synthesizes the key findings from the literature on participative leadership in Algeria, drawing on sector specific insights while connecting them to broader international evidence. By organizing the discussion thematically, covering healthcare, education, industry, and local governance, it becomes possible to identify both the enabling conditions and the persistent constraints shaping participative leadership in practice. Where appropriate, parallels with other national contexts help illuminate how Algeria's unique institutional dynamics shape both potential and limitations.

Participative leadership in Algeria's public healthcare sector shows promising but limited effects. In Biskra, *Amraoui et al.* (2024) found that participative practices explained 7.6% of the variance in organizational silence. While this is modest, it suggests that giving staff a voice can help challenge communicative inhibition within hierarchical systems. A similar pattern emerges in the Chinese public sector, where *Miao and Zhang* (2023) showed that participative leadership improves employee voice, particularly in high power distance contexts. These parallels are noteworthy, as both countries operate within centralized governance models, and both reveal that even incremental participatory efforts can foster more open communication. However, Algeria's healthcare governance remains structurally rigid, with few formal channels for staff input. Unlike systems in Sweden or Brazil, where participation is built into both policy and operations, Algeria continues to rely on top-down administration. Moreover, the cross-sectional and regional scope of current studies limits generalizability. Without deeper institutional reform, participative leadership risks remaining rhetorical rather than substantive.

By contrast, Algeria's higher education sector presents more consistent evidence of participative leadership having a positive institutional impact. *Ghideri and Bousalem (2023)* found that such leadership practices helped reduce organizational cynicism, with civic virtue acting as a mediating mechanism. When employees perceive their leaders as ethical and inclusive, they tend to engage more meaningfully with institutional goals. Supporting this, *Mezjani et al. (2025)* demonstrated that democratic leadership significantly improved decision-making quality among educational staff in Maghnia ($\beta = 0.346$, $p < .001$). These findings underscore the motivational core of participative leadership: it works not just by enabling participation, but by reinforcing the belief that participation matters. Similar insights appear in international literature. *Sagnak (2016)*, studying Turkish schools, found that intrinsic motivation fully mediated the relationship between participative leadership and change oriented citizenship behavior. In both contexts, motivation emerges not simply as an outcome but as the mechanism that makes participative leadership effective. That said, these benefits in Algeria appear largely confined to the university level. Primary, secondary, and vocational institutions remain steeped in hierarchy. Expanding participative practices will require institutional reforms, targeted leadership development, and a cultural shift toward shared governance.

In the industrial sector, participative leadership also shows signs of supporting innovation and learning, albeit in isolated cases. *Amel (2025)*, in a qualitative case study of CETIM (a GICA Group subsidiary), found that ICT supported participative practices encouraged knowledge sharing and enabled grassroots innovation. A notable example is found in CETIM's internal operations, where managers introduced monthly cross-functional workshops involving engineers, technicians, and administrative staff to co-develop process improvements. This participative approach, enhanced by digital collaboration tools, fostered open communication and generated practical innovations that reduced production bottlenecks and improved workflow efficiency. The CETIM case demonstrates that participative leadership can deliver measurable operational gains when leaders establish inclusive structures for problem solving and act on employee generated ideas (*Amel, 2025*). This case provides a concrete example of participative leadership success in practice. At CETIM, employee participation in operational workshops directly contributed to improved efficiency, reduced production bottlenecks, and enhanced innovation capacity, demonstrating how participative practices can yield tangible organizational benefits. This aligns with *Ochieng et al.'s (2023)* study in Kenya, which showed that participative leadership in manufacturing SMEs accounted for 6.9% of performance variance ($\beta = 2.901$, $p < .001$), particularly in innovation and productivity. These findings highlight the creative potential of participative leadership, especially when combined with enabling tools. Still, the broader Algerian industrial landscape is marked by centralized control and limited autonomy at the leadership level. Unlike innovation ecosystems in Germany or South Korea, where leadership development is formalized, Algeria lacks national mechanisms to scale successful models like CETIM. A dual strategy is needed: institutionalizing leadership training and offering incentives, such as innovation

grants, to reward participative behavior. Without structural support, promising examples may remain exceptions.

Local governance in Algeria presents perhaps the most challenging terrain for participative leadership. Although national policy frameworks endorse citizen participation, implementation remains uneven and often symbolic. In Constantine, *Benoumeldjadj and Bouchareb (2022)* found that participatory planning is undermined by centralized financial systems, administrative inertia, and weak civic engagement. *Nedjar's (2025)* comparison of the CapDeL program and the El Ghaith association reinforces this view: while both initiatives succeeded in mobilizing local communities, legal fragmentation and political resistance severely limited their effectiveness. Algeria's decentralization framework remains largely administrative, with local governments operating under substantial oversight from the central state and possessing limited fiscal autonomy (*Serir, 2022*). Although elected municipal councils are in place, their decision-making authority is often constrained by centrally controlled budget allocations and approval processes. This partial decentralization reduces the scope for local leaders to adopt and sustain participative leadership strategies, as they lack both the resources and the legal mandate to implement community driven initiatives. In contrast, fully decentralized systems - where local authorities retain greater control over budgets and policy decisions - tend to provide more favorable conditions for participative leadership, as demonstrated by participatory budgeting programs in Brazil, which have been shown to improve public service provision and social outcomes (*Gonçalves, 2014*). These patterns are not unique to Algeria. Morocco, for example, has faced similar barriers in participatory budgeting, while Brazil's success in Porto Alegre was built on robust civic education, transparent procedures, and meaningful devolution of power. In Algeria, however, without parallel investments in civic infrastructure, community training, and institutional safeguards, participative leadership risks remaining procedural rather than transformative. Indeed, the degree of administrative and fiscal decentralization fundamentally shapes how participative leadership can be practiced within local governments. In Algeria, decentralization remains largely administrative, with municipalities possessing limited fiscal and decision-making autonomy (*Serir, 2022*). This centralized structure constrains local leaders' capacity to implement inclusive decision-making processes or respond flexibly to community needs. When local authorities depend on central approval for budgets and projects, participative initiatives often remain symbolic rather than substantive. In contrast, evidence from more devolved systems such as Brazil's participatory budgeting programs shows that greater local autonomy allows leaders to institutionalize citizen participation and achieve tangible improvements in service delivery (*Gonçalves, 2014*). Strengthening the effectiveness of participative leadership in Algeria therefore requires not only leadership development but also deeper fiscal and administrative devolution that empowers municipalities to act as genuine agents of change.

The effectiveness of participative leadership in Algeria is strongly shaped by its cultural configuration. Existing comparative evidence indicates that Algeria combines relatively high power distance with strong collectivist tendencies and high uncertainty

avoidance (*World Population Review*, 2025). These traits influence how participative leadership is interpreted and practiced across sectors. Cross-cultural research, including the *GLOBE Study of 62 Societies* (House et al., 2004), demonstrates that leadership effectiveness depends on the alignment between participative practices and societal values concerning authority, collectivism, and uncertainty tolerance. High power distance reinforces deference to authority and can restrict upward voice, whereas collectivism promotes loyalty and cooperation once interpersonal trust exists. Strong uncertainty avoidance reflects a preference for stability, explicit rules, and predictable processes *conditions that can slow experimentation but favor structured participation*. Taken together, these dimensions shape how participative leadership translates into tangible outcomes. In Algeria, leadership effectiveness therefore depends not only on managerial intention but also on the leader's cultural competence, the ability to navigate hierarchical expectations while fostering inclusion and open communication. Consequently, participative leadership tends to be most effective when leaders respect hierarchical order, create transparent participation mechanisms, and introduce collaborative practices gradually to build psychological safety. These cultural patterns clarify why participative leadership gains traction in sectors such as healthcare and education, where institutional procedures provide predictable frameworks for collaboration.

Across all sectors, several cross-cutting themes emerge. First, psychological empowerment consistently appears as a key mediating factor whether in reducing organizational silence in healthcare, enhancing motivation in education, or supporting innovation in industry. In this regard, Algeria's cultural dimensions provide valuable insight into both the potential and the limitations of participative leadership. Earlier empirical work reports medium power distance (5.36/10), high collectivism (7.12/10), and high uncertainty avoidance (8.6/10) (Mercure, Sayad, & Boucher, 1997). More recent Hofstede based data confirm Algeria's high power distance (≈ 80), indicating strong acceptance of hierarchical authority and centralized decision-making (*World Population Review*, 2025). High power distance can discourage open dialogue and limit bottom-up participation, whereas strong collectivism fosters loyalty, cohesion, and consensus when trust exists. Elevated uncertainty avoidance reflects a preference for stability, clearly defined rules, and predictable processes, which can slow the adoption of new participative practices unless these are introduced gradually and supported by transparent procedures. Taken together, these traits suggest that participative leadership in Algeria is most effective when it respects established authority, leverages group solidarity, and introduces inclusive decision making through clear and predictable frameworks.

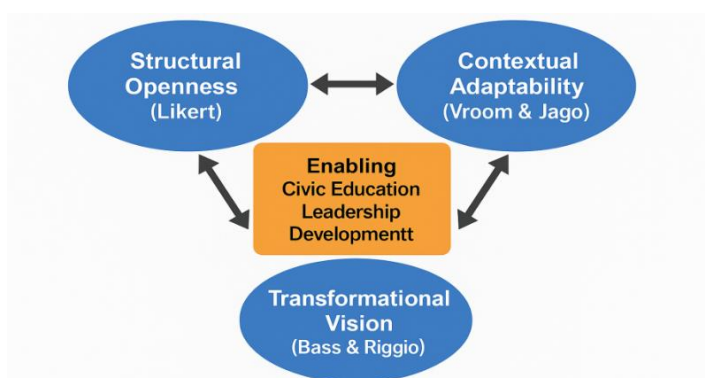
While theoretical models such as *Likert's* (1967) System 4, *Vroom and Jago's* (1988) contingency theory, and transformational leadership offer valuable frameworks, they can only succeed in environments that support openness, trust, and distributed authority. In light of this, the review proposes a hybrid leadership model tailored to Algeria's governance landscape. This model combines:

- Fostering structural openness (*Likert*, 1967): Two-way communication and shared decision making.

- Applying situational flexibility (Vroom & Jago, 1988): Adapting participation to task complexity and team expertise.
- Inspiring ethical commitment (Bass & Riggio, 2006): Building trust and a shared vision to strengthen institutional integrity.

To be effective, this model must be supported by digital collaboration tools, civic education programs, and institutional incentives that encourage participative behaviors. Without these enabling conditions, even the most theoretically sound leadership frameworks are unlikely to achieve meaningful traction.

Figure 1: A Hybrid Leadership Framework for Participative Practices in Algerian Institutions



Sources: Adapted from Likert (1967), Vroom & Jago (1988), and Bass & Riggio (2006), contextualized using Algerian empirical literature.

The evidence reviewed offers cautious optimism. When participative leadership is tailored to Algeria’s institutional realities and paired with structural support, it has the potential to enhance effectiveness, inclusion, and innovation. However, its long-term viability depends on systemic reforms, particularly decentralization, expanded civic education, and sustained leadership development.

The following tables summarize the empirical landscape. *Table 1.* categorizes Algerian studies by sector, method, and key findings, while *Table 2.* offers comparative insights from international cases.

Table 2. summarizes key international studies that inform the Algerian context, highlighting how participative leadership operates under different institutional and cultural conditions.

As shown in *Table 2.*, international evidence from contexts such as Brazil, Kenya, Turkey, and more recently Hungary (Kovács, 2024) demonstrates that participative and collaborative leadership practices can improve transparency, innovation, and civic trust even under varying levels of centralization. These comparative insights provide a useful lens for interpreting Algeria’s current governance reforms, where similar participatory approaches are beginning to emerge.

Table 1: Summary of Participative Leadership Research in Algeria

Author(s) & Year	Sector/ Context	Method/ Design	Key Findings	Mechanism or Limitation
<i>Amraoui et al. (2024)</i>	Healthcare (Biskra)	Quantitative (survey)	7.6% variance in organizational silence explained	Empowerment evident; limited by centralization
<i>Ghideri & Bousalem (2023)</i>	Higher Education	SEM PLS, Survey (n=76)	Reduced cynicism via civic virtue	University focused; limited scope
<i>Meziani et al. (2025)</i>	Education (Maghnia)	Quantitative	Improved decision making ($\beta = 0.346, p < .001$)	Motivational engagement; limited to secondary schools
<i>Amel (2025)</i>	Industry (CETIM)	Case study	ICT supported leadership boosted innovation	High internal validity; lacks scalability
<i>Benoumeldjadj & Boucbareb (2022)</i>	Local Governance	Mixed methods	Legal frameworks present, engagement weak	Centralized finance; low public awareness
<i>Nedjar (2025)</i>	Civil Society	Comparative case study	Civil society improves capacity, faces legal hurdles	Fragmented laws; political resistance
<i>Serir (2022)</i>	Legal Institutions	Institutional analysis	Identifies systemic centralization and weak civic culture	System level barriers to reform

Table 2: Summary of the key international studies that inform the Algerian context

Author(s) & Year	Country	Method	Key Findings	Mechanism or Limitation
<i>Fatoki (2023)</i>	South Africa	Quantitative (n=412)	28% increase in satisfaction; 62% mediated by empowerment	SME focused; strong mediation
<i>Gonçalves (2014)</i>	Brazil	Quantitative (municipal level analysis)	Participatory budgeting increased health and sanitation spending and reduced infant mortality rates	Improved public service delivery and social outcomes through citizen engagement in budget allocation
<i>Kovács (2024)</i>	Hungary	Qualitative multiple case study (3 municipalities)	Participatory budgeting improved transparency and civic trust	Demonstrates civic participative practices under centralized constraints
<i>Ochieng et al. (2023)</i>	Kenya	Quantitative	6.9% of performance variance explained	Strong productivity gains; cross sectional
<i>Miao & Zhang (2023)</i>	China	Moderated mediation	Voice behavior increased under participative leadership	Impact moderated by power distance
<i>Khattak et al. (2023)</i>	Pakistan	Quantitative	Strong link to citizenship behavior	Empowerment as key driver
<i>Sagnak (2016)</i>	Turkey	Quantitative	Motivation mediates participative leadership's impact	Context: school settings only
<i>Shonk (2025)</i>	Global	Conceptual	Inclusive leadership builds trust and commitment	Theoretical model; lacks empirical base

CONCLUSIONS

This review set out to examine how participative leadership is understood, practiced, and evaluated across key institutional sectors in Algeria. By drawing together studies from healthcare, education, industry, and local governance, the review highlights both the promise and the limitations of participative leadership in a system shaped by centralization and structural inertia. Although many studies point to clear benefits better communication, enhanced motivation, and increased innovation - these effects are often observed in isolated settings. What is still under researched are the deeper institutional and cultural factors that determine whether participative leadership takes root or remains a surface level practice.

The evidence suggests that participative leadership has transformative potential in Algerian institutions, particularly when grounded in shared decision making, psychological empowerment, and a culture of mutual trust. However, these principles cannot thrive in a vacuum. Centralized authority, low civic participation, and limited institutional autonomy continue to act as structural constraints. This means participative leadership must be viewed not only as a management technique, but as a component of broader institutional reform and democratic development.

Based on the sectoral patterns and theoretical insights explored throughout the review, I propose five strategic priorities for future research and practical development:

1. Develop and test hybrid leadership models

Algeria's governance context demands a flexible leadership framework that draws on participative, contingency based, and transformational approaches. Researchers should prioritize designing and empirically testing hybrid models across sectors and governance levels.

2. Explore the conditions that enable participation

Participation depends on more than leadership style. It relies on civic education, leadership training, digital tools, and trust in institutions. Future research should investigate how these factors support or limit participative practices.

3. Diversify research methodologies

Much of the current literature is based on cross-sectional data, which limits our understanding of how participative leadership evolves over time. Longitudinal studies, mixed method designs, and regional comparisons can offer deeper insights into its institutional life cycle.

4. Address the implementation gap

Although participative principles are written into Algerian policy, they often fail in practice. More research is needed on the legal, political, and administrative barriers that hinder implementation particularly at the municipal and civil society levels.

5. Link leadership to national reform efforts

Participative leadership should be part of wider strategies for decentralization, public sector renewal, and democratic development. Leadership programs especially in education, health, and administration need to reflect this broader vision.

To bring together these sectoral insights, *Table 3*. offers a summary of key findings, challenges, and strategic implications drawn from the Algerian literature reviewed in this paper.

Table 3: Sectoral Findings, Challenges, and Strategic Implications

Sector	Key Findings	Challenges / Limitations	Strategic Implications
Health-care	Participative leadership reduces organizational silence (<i>Amraoui et al., 2024</i>)	Centralized governance; weak institutional autonomy	Decentralize authority; engage frontline health workers in decision making
Education	Boosts motivation and decision quality (<i>Ghideri & Bousalem, 2023; Meziani et al., 2025</i>)	Focused on higher education; limited application elsewhere	Expand leadership programs to primary and secondary levels
Industry	Supports innovation and knowledge sharing (<i>Amel, 2025</i>)	Centralized management; weak leadership development structures	Institutionalize participative practices; link innovation grants to leadership behavior
Local Governance	Participation is formally supported but weak in practice (<i>Benoumeldjadj & Bouchareb, 2022; Serir, 2022; Gonçalves, 2014</i>)	Bureaucratic resistance; low public awareness; limited fiscal autonomy due to partial decentralization	Combine civic education with deeper fiscal and administrative devolution; strengthen local platforms; draw lessons from successful participatory budgeting in Brazil and emerging participatory practices in Hungary (<i>Kovács, 2024</i>)
Cross Sector	Psychological empowerment is a common mechanism; hybrid models are promising	Lack of empirical testing; sectoral fragmentation	Design, implement, and monitor hybrid models across institutions

In conclusion, participative leadership in Algeria represents both an opportunity and a responsibility. The opportunity lies in its potential to enhance institutional performance and rebuild trust through inclusive decision making. The responsibility, however, involves confronting the structural and cultural barriers that continue to limit its full realization.

This review contributes to both academic and policy discussions by clarifying the current state of research, identifying persisting gaps, and suggesting directions for future inquiry and leadership development. For participative leadership to thrive, Algeria will require not only capable and ethically grounded leaders but also institutional systems designed to support collaboration, accountability, and shared governance.

By situating participative leadership within Algeria’s evolving governance and cultural context, this review advances theoretical understanding while offering actionable insights for institutional reform and leadership development in comparable emerging economies.

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