

THE RELATIONSHIP BETWEEN PARTICIPATE LEADERSHIP AND EMPLOYEE'S
LOYALTY AT LAFARGE COMPANY

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THE RELATIONSHIP BETWEEN PARTICIPATE LEADERSHIP AND EMPLOYEE'S
LOYALTY AT LAFARGE COMPANY


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A thesis submitted in fulfilment of the
Requirements for award of the degree of
Bachelor of Science (Human Resource Development)

School of Human Resource Development & Psychology
Faculty of Social Sciences & Humanities
Qaiwan International University

JUNE 2022

I declare that this thesis entitled “The Relationship Between Participative Leadership and Employee’s Loyalty” is a research of my own except for those mentioned in the references. This thesis has not been accepted for any other degree and has not been submitted for any other degrees.

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Name : Zahra Nabil Fazil

Date : 13 JUNE 2022

DEDICATION

“I dedicate this thesis to my parents who always supported me and always pushed me to become a better version of myself and strive towards my goals. I also dedicate this thesis to all of my wonderful lecturers who believed in me like no other and guided me towards this moment. I want to thank all of my friends who made this journey more enjoyable and always helped me when needed. Lastly but not least I want to thank god for guiding me through life and my choices and always protected me.”

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ABSTRACT

Due to covid-19 in 2020 many businesses suffered alongside the other aspects such as health and the fact that the world was changing before our eyes and we couldn't do anything about it. Other than the financial and economical state of the companies and the market world the engagement and behavior of employees took a big hit; with many forced to work from home many managers didn't know how to communicate with their employees. Thus, the rates of turnover have sky rocketed. In this thesis we will cover an approach that showed positive effects on lowering the rates of turnover in employees. In this research it will be the relationship between participative leadership and employee's loyalty and this research was carried at Lafarge company.

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LIST OF ABRIVIATION:

Participative leadership=PL

Employee loyalty=EL

CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION:

This chapter gives general look on what participative leadership is and if it has any relationship on employee's loyalty to an organization. "Participative leadership entails including team members in decision-making. As a result, team members feel included, engaged, and driven to help." (IMD, 2021). "Group members in a company that practices participative leadership feel engaged within the process and are more motivated and artistic. Participative leaders tend to create followers want they're a crucial a part of the team, which helps foster commitment to the goals of the group" (IMD, 2021). Organizational commitment is accordingly defined as an attitude that becomes manifest in "a positive individual orientation toward the organization" (Cohen, 2007). This chapter will also discuss background of this research the relationship between participative leadership and employee's loyalty, problem statement, the research questions and objectives, and scope and significance of the study. Finally, we will discuss operational definition and conceptual definition to end this chapter.

1.2 PROBLEM BACKGROUND:

Employee's loyalty has been in an unstable situation for the past few years since covid-19 happened. Employee's generally shifted their focus to more of a private gain perspective; Nowadays, employees have more career possibilities that ever thanks to remote work, allowing them to quickly transition from one organization to another. Due to a variety of factors, the contract between workers and employers has been rescinded in numerous industries. Employees nowadays are different from those who from older generations. Employees of the new generation place a larger emphasis on their professional growth and personal successes than on business aims and objectives. In addition to lowering salaries, several businesses had

to lay off a large number of staff. In situations like these it's hard to expect high loyalty from employees, which is where the leadership style in a corporation takes place.

Participative leadership may be a style of leadership style where the leader includes the worker within the deciding process and ensure to form the workers feel more involved within the organization and that's to grow the sense of responsibility and loyalty in an employee toward the organization. The use of participatory leadership as a variable tool has demonstrated that it impacts a variety of workplace outcomes. For example, higher levels of employee engagement reduce the likelihood of turnover (Shuck et al., 2011; Wollard & Shuck, 2011). Likewise, employee engagement is additionally thought to predict job performance, task performance, organizational citizenship behavior (Wollard & Shuck, 2011). Employee engagement in the workplace may be influenced through participative leadership. As a result, employee loyalty will be higher since they will devote their time and energy into the business, making them feel like they are a part of it. Employee loyalty may play a significant role in an organization's success; nevertheless, a lack of loyalty in the workplace has a negative impact on the company's overall performance, resulting in a decline in production and, as a result, significant losses. (UKEssays, 2018).

1.3 PROBLEM STATEMENT:

Employee's loyalty always been a very important topic, organizations aim to strengthen the loyalty of their employees in fear of losing them to competitors. Loyalty is vital for both employees and therefore the organization; organizations with higher loyalty levels perform better normally, have lower turnover levels which suggests less money spent on recruiting and training. a study by (Altanchimeg Zanabazar & Sarantuya Jigjiddorj) (2021) through a questioner on a large population of employees in a bank to look at how employee's loyalty and job satisfaction has effects on the organization performance, discovered that "Improving organizational performance will lead to increasing levels of employee satisfaction and loyalty.

the current study reveals that even with pleased individuals in the company, it is not possible to sustain an improvement in organizational performance. Employee loyalty improves organizational performance, thus it's vital to have a mediating role for employee loyalty."

Participative leadership as one of the positive workplace practices, which increases employee engagement and progress (Sarti, 2014). Employees' views are heard because they are consulted before work-related choices are made (Madsen, 2018). As a result, employees get a sense of being heard and valued by their supervisors and managers inside the firm (Yoerger et al., 2015). If an employee possesses an occasional level of loyalty toward the organization that they're working under, it might end in lower job satisfaction and productivity rates; not only that but it'll influence the organization further by decreasing its efficiency and profit levels. Hornung, Tanja & Nippa, Michael. (2014). while there's lots of researches regarding participative leadership and its impact; In Kurdistan, Iraq, no study has been done on the relationship between participatory leadership and employee loyalty. As a result, the goal of this study is to shed light on the relevance of participative leadership in the workplace, as well as the link between employee loyalty in Kurdistan.

1.4 RESEARCH QUESTIONS:

RQ1: What is the relationship between participative leadership and employee's loyalty?

RQ2: Is there any significant difference in the loyalty here in Iraq/ Kurdistan-sulaymaniyah?

1.5 RESEARCH OBJECTIVES:

RO1: To examine the relationship between participative leadership and employee's loyalty.

RO2: To examine the level of employee's loyalty

1.6 SCOPE OF THE STUDY:

This study is conducted to find the relationship between participative leadership and employee's loyalty. The difficulties in the corporate sector have evolved as a result of the changes in our social lives over the last two years, as have the answers. Covid-19 has, and continues to have, a significant impact on how firms function in terms of both business and human resources. Adapting a successful leadership style, such as participatory leadership, is seen to be very helpful in strengthening employee loyalty to the company (Mert, Keskin, and Bas) (2010). It is possible that applying this style of leadership will improve the employee's work experience. As a result, there is a better degree of happiness and productivity. (Mutiu Bakare and Yinka Ojeleye) (2020).

The variables scope, participative leadership as an independent variable and employee's loyalty as a dependent variable. This study will be conducted through an online questionnaire; to further help with identifying the core issues that affect employee's loyalty and commitment to the organization. Adapted by (Leadership style questionnaire) (Efstratios Fonias Johan Rocklind) (September 2021) (employee loyalty questionnaire) (DANG BAO TRUNG FACTORS ON EMPLOYEE LOYALTY IN HOANG PHUC COMPANY) This study will target non-managerial employee's. This study targets around 150-160 employees whom they work at Lafarge company, they will be from different departments such as HR, IT, Marketing, and Accounting and Finance. This investigation is going to be based locally here in Sulaymaniyah – Kurdistan/ Iraq.

1.7 SIGNIFICANT OF THE STUDY:

This research will provide new insights on participative leadership and its effects on employee's loyalty in an organization. The leadership style that is used in any organization can results in the success of the organization or its failure. Hence, the importance of learning about leadership style and implementing them. (Michael A. Germano, J.D., M.A., M.S, 2010). Participative leadership especially allows employees to feel a way of belonging to the organization.

Therefore, increasing their loyalty. (Carlo Odoardi, Adalgisa Battistelli, Francesco Montani, and José M. Peiró), 2019). This research paper will increase manager's and CEO's understanding of the connection between participative leadership and employee's loyalty, additionally to increase the appreciation of the importance of participative leadership style. This research may help in future studies regarding the HR field especially in Iraq/ Kurdistan. Moreover, the analysis that may be presented within the study will convey valuable information for future research which will explore various effects of participative leadership on employee's loyalty and involvement.

1.8 CONCEPTUAL DEFINITION:

Participative leadership is a style of management in which all members of an organization collaborate to make choices. Because everyone is encouraged to participate, participative leadership is also known as democratic leadership. (The Editorial Board, 2021). Participative leadership is the process of leading a company, organization, or project forward through a democratic, team-based approach. (WGU 2021; WGU 2022; WGU 2023; WGU 20 Leadership that is participative Works well in low-pressure environments when there are no deadlines or chores that must be accomplished quickly. This might be because participatory leadership takes time, especially when dealing with a larger group or organization. Obtaining everyone's input or viewpoint doesn't always happen instantly, thus participative leaders must be prepared to attend before taking any final action. (WGU, 2021).

Most firms aim for top levels of employee loyalty, not simply for ethical reasons, but also because high levels of employee loyalty are shown in several studies to enhance organizational efficiency. However, the literature on the topic offers a range of definitions and suggests a range of things that influence how loyal an employee is to their companies. Loyalty refers to a person's or group's dedication or commitment to a chosen object, which might be another person or group of people, an idea, a responsibility, or a cause. It manifests itself in both thinking and behavior, with the goal of aligning the loyal person's interests with those of the article (Britannica, 1998). According to (Northcraft, 1996), commitment is an attitude that reflects an employee's devotion to the company, as well as a continuous process through which employees of the organization demonstrate their care for the organization's sustained success

and well-being. The degree to which an employee identifies with a given organization and its aims, as well as the necessity to maintain membership within the organization, is referred to as organizational commitment (Robbins, 2005)

1.9 OPERATIONAL DEFINITION:

the operational definition in this research is employee's loyalty influenced by participative leadership. Operational definition will help with Providing a measure of the connection between the IV (participative leadership) and also the DV (employee's loyalty) that may be measured. Allows others to know the info that may be collected regarding the connection between participative leadership and employee's loyalty. Employee loyalty cannot be determined by direct inquiry. commitment and loyalty go beyond basic action; it's the same with consumer loyalty and commitment (Jeffrey M. Stanton et al., 2003). to increase employee's loyalty and involvement within the relationship and the way participative leadership specifically effects that. A questionnaire is conducted and distributed to 160 employees from different department at Lafarge company; it'll examine the results of participative leadership on the employee's loyalty, if participative leadership has any effect on the loyalty (good or bad). The research approach is done as a quantitative approach, and to investigate the info that may be gathered from the online questionnaire SPSS program will be used.

1.10 SUMMARY:

This chapter helps the reader to understand the core issue that needs to be solved. It sheds light on the importance of participative leadership style and its relationship with employee's loyalty and involvement in the organization. Supported by past studies in different countries this research paper will be one of a kind in Iraq/ Kurdistan region. Achieving high scores in employee's loyalty in any organization indicates that the organization in on the right track; by gaining employees trust, his/her participation and productivity will increase because it is more than a job to the employee, the employee will identify him or herself with the organization.

Hence, higher loyalty equals higher organization success. (Anam Iqbal, Muhammad Sajid Tufail, Rab Nawaz Lodhi, 2015). In this chapter you will find the methods and approaches that will be used to gather data to find the relationship between participative leadership and employee's loyalty. Having a full understanding of the effects of leadership styles implemented by any organization is crucial in determining the organization's long term success. Therefore, this research will take participative leadership to examine since many past studies done on it and its effects and relationship with employee's loyalty; but none has done here in Kurdistan region so far.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION:

In this section a deeper look into the topic will be presented. Reviewing past studies that are related to the topic and interrelated with this research paper independent variable (participative leadership) and dependent variable (employee's loyalty); which will allow us to understand the relationship between these two variables and how they affect each other. A research framework will be constructed and presented based on the findings of the past studies.

2.2 DISCUSSION OF PARTICIPATIVE LEADERSHIP:

The PL in this study will be participatory leadership, in this type of leadership leaders pay attention to employees and get them involved in the process of making decisions. the members of the organization are asked to share their ideas in order to have the feeling of engagement within the organization's industrial decision, this will result in an enhancement of creativity and decrease of employee turnover. Participative leadership has lately been at the core of a large corporate movement that is moving away from traditional top-down leadership and toward more decentralized approaches based on shared ethical standards. (Warsaw, Poland's Kozminski University's Business Ethics Centre, 2009). Consensus, collaborative, democratic, and authoritarian leadership are the four primary styles of participatory leadership. In consensus participative leadership, the leader has no additional influence over other members of the group and serves solely as a facilitator, but in collective participative leadership, the group bears equal accountability.

The leader will assist in facilitation, but all members of the group are accountable for the process and outcome. In democratic participatory leadership, the leader has more authority than the group as a whole, while in autocratic participative leadership, the leader has even more control. (The Editorial Board) (2021). Organizations that can benefit much more from participative leadership are places like (universities, technology companies, and construction firms); or other organizations where co-ownership is ingrained in the company's DNA. Additionally, innovative workplace environments can benefit from a participative leader, where a collaborative approach to brainstorming can generate unique opportunities for problem-solving. (WGU, 2021).

Whether the organization is consensual, communal, democratic, or autocratic, participative leadership is a fantastic approach to increase employee engagement. (The Western Governors' Union) (2021). Despite the fact that all styles of participatory leadership are successful, studies have shown that democratic participative leadership is the most effective and efficient. (The Western Governors' Union) (2021). Participatory leadership, like any other kind of leadership, has advantages and disadvantages. Based on previous research, participative leadership, particularly democratic participative leadership, is most successful in smaller organizations. When compared to participatory leadership in smaller companies, it might be difficult to deploy participative leadership in bigger, worldwide organizations since it can lead to considerably higher levels of conflict. (The Western Governors' Union) (2021). Implementing a participatory leadership style might take a long time. Organizing a big group, collecting thoughts and input, discussing decision possibilities, and eventually announcing the choice might take a long time. and Large groups may be challenging to manage since the larger the firm, the more voices you'll have to accommodate... And the more people you cater to, the more likely you are to come across competing opinions that are tough to reconcile. That isn't to say it can't be done; it simply might take a lot longer to find a way to make place for everyone to be heard. moreover, Information leaking If the business or organization handles confidential information, this approach to leadership may result in the public exposure of things that require privacy. (Indeed Editorial Team) (2021).

2.3 DISCUSSION OF EMPLOYEE'S LOYALTY:

Employee loyalty is the variable quantity in this study, in which the study aims to investigate to what extent does employee loyalty depend on participative leadership. Many elements influence employee loyalty, including work environment, compensation, motivation, job happiness, and so on, but the most essential aspect is the managers' leadership style. (aminobiren charles and nwachukwu precious ikechukwu.) ezekiel sopirinye and kalu livinus achi) o. and epelle, ezekiel sopirinye and kalu livinus achi, 2019). In his work, (C. Padmavathy et al., 2012) observed that if a manager's attitude toward his or her staff isn't good. It will never result in employee commitment or organizational loyalty. It might have a negative impact on the organization's productivity. The leadership style of a corporation is related to its overall performance. (Rowe et al., 2005). According to some researchers, the type of leadership used is very important in achieving business goals and inspiring subordinates to perform successfully. (Sadia & Aman, 2018; Klein et al., 2013; Berson et al., 2001; Zacharatos et al., 2000; Barling et al., 1996). Participative leadership style has a significant influence on the organization's success or failure, as well as the success or failure of its operations. In a business, a company's participatory leadership style is one of the elements that influences whether or not employees are interested in and committed to the firm (Bhargavi & Yaseen, 2016; Obiwuru et al., 2011).

Organizations exist to not just survive, but to thrive through continually increasing performance. Organizations must continually enhance performance by employing the appropriate leadership style to fulfill the stress of today's highly competitive marketplaces. The leadership style of any organization's leader has a significant impact on its success or failure. Leaders inspire subordinates by encouraging, directing, and motivating them to fulfill certain duties. Leadership is crucial for attaining organizational performance, according to the research. Some studies have claimed that good leadership has a mixed influence on organizational success (Uchenwamgbe, 2013). Leaders should consider how their leadership abilities effect their followers, as this has an impact on whether or not they are supported by their followers (Saleem, 2015; Sethuraman & Suresh, 2014).

Employee behavior may be influenced to support their leaders; followers or employees who do not support their leaders may be dissatisfied, which may lead to an employee's desire to quit. participative leadership, is a style of leadership in which group members participate in decision-making more actively. This sort of leadership is concerned with outcomes and other people. (Bhargavi & Yaseen, 2016; Puni et al., 2014). Employee participation in the decision-making process is encouraged through participative leadership (Nwokocha & Iheriohanma, 2015). According to (Puni et al.) (2014), decision-making is decentralized in a participatory system, and good performance is acknowledged and rewarded. On the other side, Nwokocha and Iheriohanma (2015) believe that there is a danger of subordinates making poor judgments as a result of the leader anticipating employee or subordinate input. This might be argued to have a detrimental influence on the company, as well as induce a high rate of turnover. As a result, each of the people engaged is required to explore ideas and make choices as a group. Participative leadership has a number of advantages.

Subordinates are encouraged to share their thoughts, which can lead to more innovative problem-solving methods and better ideas (Sadia & Aman, 2018). Employees are also more invested in and devoted to initiatives, which enhances their probability of being concerned about the eventual results. It is thought that a participatory leadership style encourages group members to be more productive. Participative leadership, on the other hand, has significant drawbacks. Participative leadership may lead to communication breakdowns and incomplete initiatives when roles are unclear or time is of the essence. Members of a group may not have the necessary knowledge or experience to contribute effectively to the decision-making process in various instances. When members of the group are skilled and eager to share their expertise, participatory leadership works best. Allowing ample time for individuals to contribute, create a concept, and vote on the simplest plan of action is also crucial.

2.4 RESEARCH PERTAINING OF PARTICIPATIVE LEADERSHIP AND EMPLOYEE'S LOYALTY:

There has been many useful researches wiped out many countries to look at the connection between participative leadership and employee's loyalty; as more and more researches are done managers and CEO's are getting down to realize that giving salary and additional incentives to employees isn't enough to stay them around within the company for very long time. Researches has shown that the leadership style practiced by a manager is crucial to increasing employee's loyalty, satisfaction, and productivity. (Iqbal, Tufial & Lodhi (2015) The dominance of research studies examining autocratic versus participative leadership practices began within the 1950s, and it's since been an important element of leadership literature (Bass, 1990).

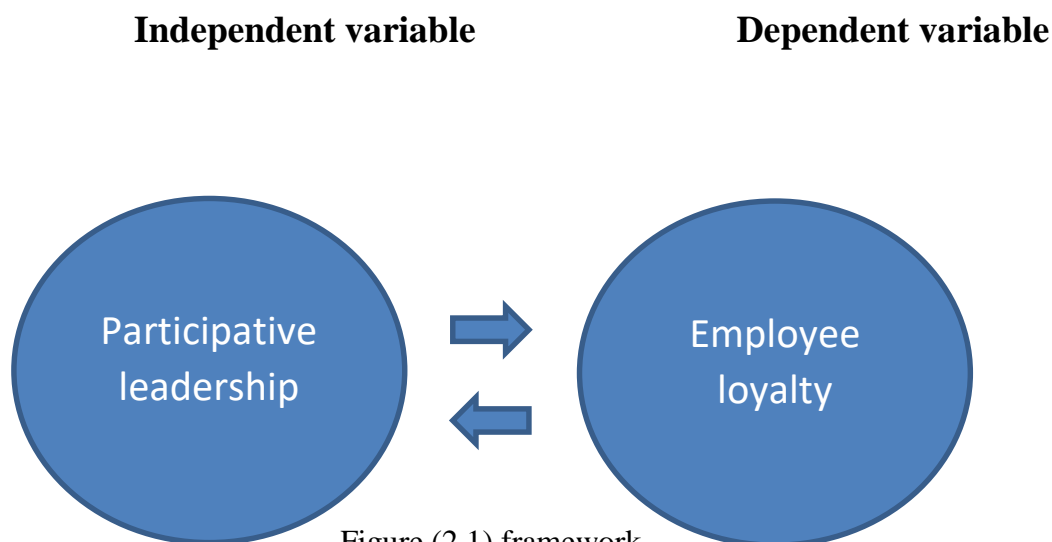
Participatory leadership incorporates a tremendous influence on workers' dedication to service excellence similarly as shared customer-oriented ideals between employees. A study done on bank managers and employees in Iran showed that that workers in an exceedingly participatory banking environment are impacted by the firm's culture and principles. the trail coefficient between participatory leadership and two variables (shared customer oriented values and workers' commitment to service quality) is high and positive, indicating that managers using participative leadership style would boost employees' commitment and shared values. (M. Safa (2011). Commitment in an employee reaches higher levels if the workers feel that they're fully accepted by their managers. (Clement Bell & Themba Mjoli (2014). Loyalty isn't something that can be bought. It must be gained and regularly reinforced via the development of strong bonds between leaders and followers." (Barbara McGuinness, The Change in Employee Loyalty).

2.5 RESEARCH LIMITATIONS:

Based on the past studies that are done everywhere the globe including the only a few done here in Kurdistan/ Iraq the constraints for this research are as follows: - Lack of knowledge regarding the leadership styles practiced here in Iraq/ Kurdistan region may leads to difficulties when it involves implementing the participative leadership style as there's an opportunity the manager might use over leadership style which can cause difficulties is assessing the link between participative leadership especially and employee's loyalty. In Iraq and Kurdistan, there have been no prior research studies on the relationship between participatory leadership and employee loyalty. - The Covid-19 epidemic, which restricted access to more information about the matter. Many organizations in Iraq/Kurdistan do not want to reveal their knowledge, even if it is not harmful to them; the aspect of secrecy is valued and protected. Similarly, many employees would be afraid to express their ideas or provide criticism for fear of being disciplined or dismissed.

2.6 RESEARCH FRAMEWORK:

The framework of this research demonstrates how Participative leadership leads to an increase of employee loyalty and that both variables have a positive significance relationship between them.



2.7 SUMMEARY:

to conclude this chapter, it mainly focuses o past studied that has been done to check the correlation between the 2 variables. during this research case, it shed a lightweight on the connection between the experimental variable which is participative leadership and also the variable quantity which is employee's loyalty. during this chapter a discussion and points has been made to search out the link between those two variables supported by past studies during this field of past researchers to really show the importance of an honest and effective leadership style and its outcomes on the organization's employees. apart from that this chapter also mentions the restrictions of this study alongside with the research framework.

CHAPTER 3

METHODOLOGY

3.1 INTRODUCTION:

This chapter will explore and explain the methodology utilized in putting this research together. it'll handle subjects just like the research design, population and sampling, data analysis methods, and lastly but not least a summary to conclude this chapter.

3.2 RESEARCH DESIGN:

The goal of this design is to see how many individuals think, behave, or feel when they are influenced in some way. Quantitative research is the systematic study of phenomena via the collecting of measurable data and the use of statistical, mathematical, or computer methods. Quantitative research uses sampling methodologies as well as the dissemination of online surveys, polls, and questionnaires to obtain information from current and potential customers. (University of Letourmeau, 2022). This study is quantitative in nature in order to gather the varied perspectives of the participants. The connection between the variable quantity (participative leadership) and the variable quantity (employee loyalty) will be verified in this quantitative study. Quantitative research aims to increase knowledge and comprehension of the social environment. Quantitative research is used by social scientists, particularly communication scholars, to analyze events or occurrences that have an influence on individuals. (Photo credit: Mike Allen, 2017). This study is a quantitative descriptive study, since quantitative research may be either experimental or descriptive. In descriptive research, a link between variables is established; in an experimental study, causality is demonstrated. (Letourmeau University, 2022).

3.3 POPULATION AND SAMPLING:

The group of participants during this research are stated as population. A sample might be a subset of the population, and a population could be a complete group of individuals with a particular set of characteristics. (Suprakash Chaudhury and Amitav Banerjee, 2010). The population that the researcher would need to investigate and examine comprises of 300 employees from various departments from Lafarge company in Sulaymaniyah, Kurdistan/ Iraq, such as human resources, accounting, etc. A 'sample' is a fraction that is taken from the population in order to analyze the data, and to get reliable and accurate result. According to (Krejcie and Morgan, 1970) a sample size for an organization with the population of 300 employees should be 169 therefore the sample size that was used for this study was $N=169$.

3.4 DATA COLLECTION METHOD:

Data collection refers to the techniques accustomed get information or resources associated with the variables of the research to be analyzed. There are several data collection methods which will be used to obtain information for this project. the data for this research are acquired quantitatively. this system emphasizes obtaining knowledge from original sources. the most techniques for acquiring information for the topic of this study was primary data. one in every of the first data collection tools is that the survey methodology, which uses an online questionnaire because the study's instrument. an online questionnaire is going to be designed and sent to gather and study the information which will be collected. The survey is designed supported the research's independent and dependent variables. The data collection process was through conducting a list of questionnaire distributed to employees from HR departments from Lafarge company. In the sampling and population section it is mentioned that will be used is $N=169$ out of that amount 160 responses were returned and 157 responses were suitable for analysis.

3.5 RESEARCH INSTRUMENT:

The tools utilized by the researcher to gather data are noted as research instruments. Instruments are classified per their structure or format, purpose, nature, and availability. The research tools are selected in response to the research question. The selection of instruments is a critical step in the research process, and it takes time and involves multiple procedures. The validity and reliability of an instrument determine its credibility. Before it's utilized, the validity and reliability must be proven, whether it's standardized or devised by the researcher. (Manoranjitham Sathiyaseelan, 2015). Research instruments for a quantitative research will be in an exceedingly sort of interviews, observation, and surveys. For this research a multiple linear online questionnaire is going to be implemented. The poll in the appendix below contains questions aimed at determining the link between participative leadership style and employee loyalty.

The reason for using an online questionnaire method for this research is that despite the researcher's wishes of gathering information through an interview; however, it would be difficult to maintain the data, especially since the researcher lives in Iraq/Kurdistan, which is a very limited place to collect a lot of information. The instrument that was used was a list of questionnaire regarding both variables "Participate Leadership" and "Employee's Loyalty". This online questionnaire for this research is based on the research done in (University of Florence, Firenze, Italy; University de Bordeaux, France; International University of Monaco; University of Valencia, Spain) by (Efstratios Fonias Johan Rocklind) (September 2021) and (Dang Bao Trung factors on employee loyalty in Hoang Phuc company). The questions are based on trusted resources as they are mentioned below. These questions will be converted into a google form with the answers of 1 as the strongly disagree and 5 as the strongly agree. The list of questionnaire that was used for this study is as followed:

The table below shows the questions used in the pilot study regarding participative leadership (3.1)

Items of Participative leadership	Source
1- I have considerable independence and freedom to grab opportunities.	(Efstratios Fonias Johan Rocklind) (September 2021)
2- I believe that most creative ideas are likely to come from the group members rather than from the manager.	(Efstratios Fonias Johan Rocklind) (September 2021)
3- I am consulted regarding important changes	(Efstratios Fonias Johan Rocklind) (September 2021)
4- I am requested to provide alternative solution when a problem occurs	(Efstratios Fonias Johan Rocklind) (September 2021)
5- Leader is consulting the group before making a decision	(Efstratios Fonias Johan Rocklind) (September 2021)
6- I believe that much more can be accomplished by a team than by the same number of people working alone.	(Efstratios Fonias Johan Rocklind) (September 2021)

The table below shows the questions used in the pilot study regarding employee's loyalty (3.2).

Table (3.2) Questions of Pilot Study for EM

Items of Employee Productivity	Source
1- I am willing to recommend my company as a good workplace.	(Dang bao trung factors on employee loyalty in hoang phuc company)
2- I feel proud when talking about my company's products.	(Dang bao trung factors on employee loyalty in hoang phuc company)
3- I will work here for a long time even though other companies might offer me a better wage.	(Dang bao trung factors on employee loyalty in hoang phuc company)
4- I value the organization's value	(Dang bao trung factors on employee loyalty in hoang phuc company)
5- I understand how I contribute to the organization's goals	(Dang bao trung factors on employee loyalty in hoang phuc company)
6- I am glad I chose to work for this organization	(Dang bao trung factors on employee loyalty in hoang phuc company)

3.6 DATA ANALYSIS:

The systematic use of statistical and/or logical processes to explain and illustrate, condense and recapitulate, and evaluate data is known as data analysis. Throughout the data collection process, researchers look for patterns in observations (Savenye, Robinson, 2004).to research the information which will be gathered from the online questionnaire done on the workers of Lafarge company; a descriptive analysis is going to be used. the key goal of doing this kind of study is to higher characterize a group's opinion, attitude, or behavior on a particular issue. (Bernardita Calzon (2021).

A graphs, charts, also as a written paper of the results are presented by the researcher so as to form the information gathered clear and understandable. the data that may be gathered from the online questionnaire in an exceedingly descriptive method are going to be analyzed thoroughly to actually dive deep into how participative leadership can enhance employee's loyalty in a very negative or a positive way, which is strictly what this research aims to know the link between these two variables and analyze it to hopefully introduce a replacement information to the human resource research world and whoever is fascinated by it. The data for this research was analyzed quantitatively through descriptive analysis with the help of the software program of SPSS version 21. Through Descriptive analysis it was found that the mean score for participative leadership was 3.45 with the standard deviation of 0.796, and the mean score for employee's loyalty was 3.85 with the standard deviation of 0.753.

3.7 PILOT STUDY:

To ensure the reliability and validity of the instruments a pilot test has been conducted, which 20 responses were selected and tested using Cronbach's alpha which can range from 0 to 1 the closer the range to 1 the higher the reliability will be, the tool that was used for conducting this test was SPSS software. As shown in the table (3.3) bellow:

Table (3.3) Pilot Test Table

Cronbach's alpha	International consistency
$\alpha > 0.9$	Excellent
$0.9 > \alpha > 0.8$	Good
$0.8 > \alpha > 0.7$	Acceptable
$0.7 > \alpha > 0.6$	Questionable
$0.6 > \alpha > 0.5$	Poor
$0.5 > \alpha > 0.4$	Unacceptable

Table (3.4) bellow shows the results for the pilot test that has been conducted:

Table (3.4) Result of The Pilot Study

Variables	Number of questions	Cronbach's alpha
Participative leadership	6	0.868
Employee loyalty	6	0.933

3.8 SUMMARY:

During this chapter it concluded research design, population and sampling of whom this research are going to be supported, what's the research design like, its instruments, and the way the info are going to be analyzed.

CHAPTER 4

DATA ANALYSIS

4.1 NTRODUCTION:

In this section, the importance of data analysis will be discussed. For this paper this relation will be to measure the relationship between participative leadership and employee's loyalty; and to measure this relation the software that will be used is SPSS

4.2 RESPONDET'S FEEDBACK:

A questionnaire has been distributed to employees from different departments from Lafarge group a total of 157 responds were received. The population target was 150 respondents, the researcher distributed 160 questionnaires and a total of 157 responds were received and taken as a matter to measure the relationship between participative leadership and employee's loyalty.

Table (4.1) Respondents Feedback

Population Target	The acceptance rate of questioner	Distributed Questioner
150	157	160

4.3 DEMOGRAPHIC ANALYSIS:

In this section the demographics that will be discussed is age, education, and gender. As they are the key components to include is a research. (Swanson and Stephan, 2004).

4.3.1 RESPONDET'S GENDER:

Table 4.2 shows the distribution of the questioner among the genders, the total amount of respondents for this paper was 157 employees, who answered the questionnaire. The males were (93) employees (59.2%), meanwhile the females were (64) employees (40.2%).

Table (4.2) Gender Frequency of the Respondents

Gender	Frequency	Percentage
Male	93	59.2
Female	64	40.8
Total	157	100

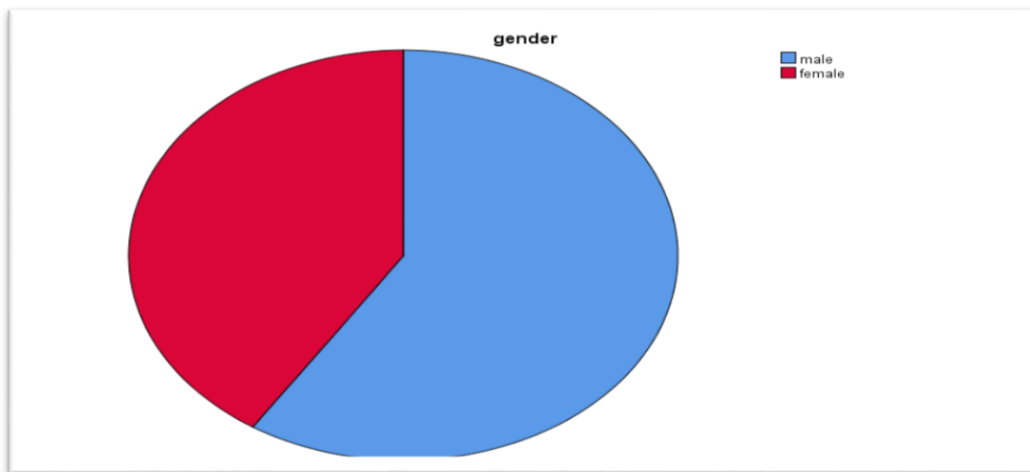


Figure (4.1)

4.3.2 RESPONDENT'S AGE:

In this paper, it included employees from the age 20-30/ 31-40/ 41-50/ 51 and above. Just to insure that this study includes as many employees as possible to insure reliability. As shown in the table below (table 4.3). Out of 157 employees, 44.6% (70) were in the age of 20-30, 43.9% (69) were in the age of 31-40, 8.9% (14) of them fall in the age of 41-50, meanwhile the least percentage of respondents were in the age of 51 and above of total 2.5% (4).

Table (4.3) Age frequency of the Respondents

Age	Frequency	Percentage
20-30	70	44.6
31-40	69	43.9
41-50	14	8.9
51 and above	4	2.5

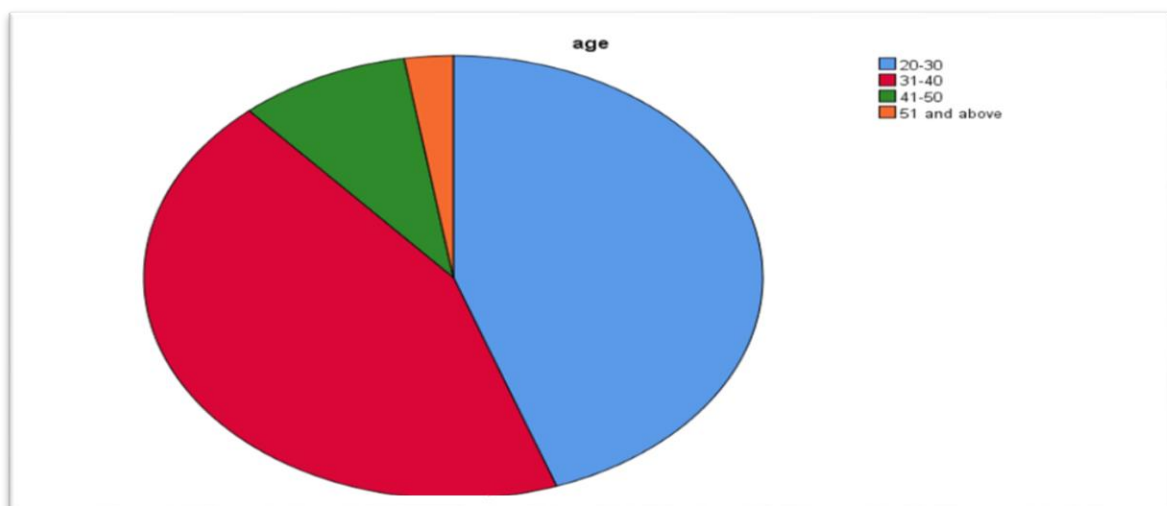


Figure (4.2)

4.3.3 RESPONDENT'S EDUCATION:

For the respondent's education this paper included, high-school degree, bachelor degree, and master's degree. As shown in the table below (table 4.3). Out of 157 respondents 13.4% (21) have a high-school degree, 52.2% (82) have a bachelor degree, and 34.4% (54) have master's degree.

Table (4.4) Education Level of Respondents

Education	Frequency	Percentage
High-school degree	21	13.4
Bachelor degree	82	52.2
Master's degree	54	34.4

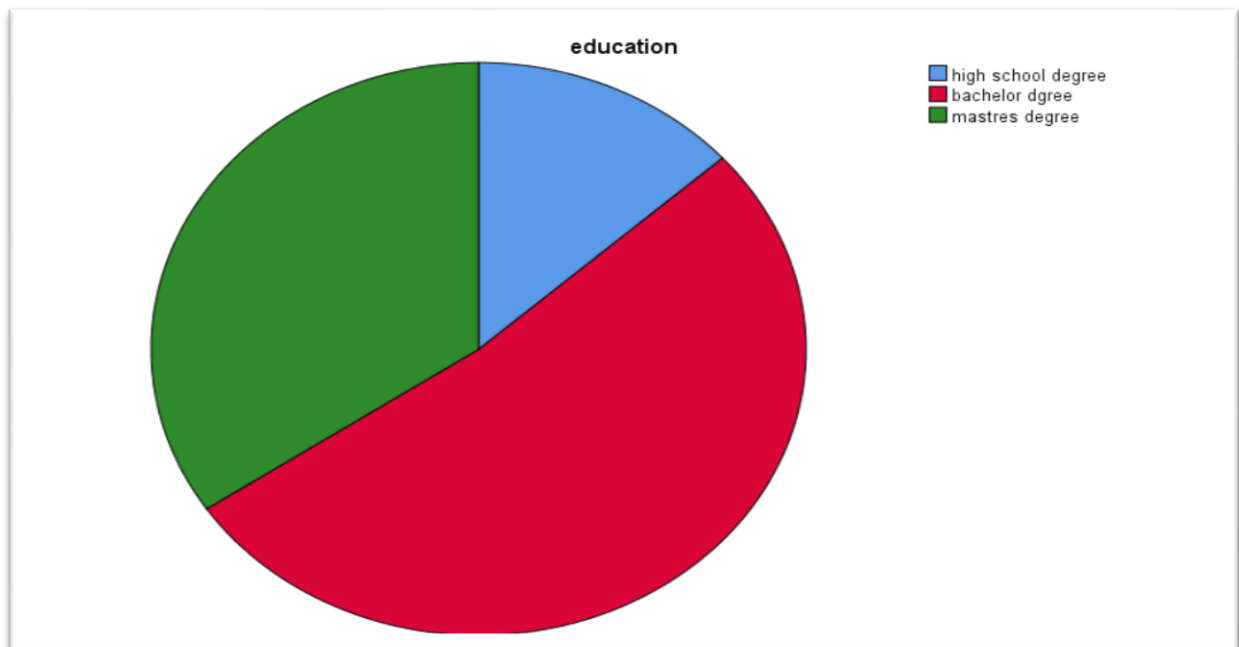


Figure (4.3)

4.4 RELIABILITY ANALYSIS:

A total of 157 Lafarge employees responded to the questionnaire. The reliability test results are provided in the table below (Table 4.5). Both polls on the association between participatory leadership and employee loyalty were judged to be trustworthy by Cronbach's Alpha.

Table (4.5) Reliability Analysis

Dimensions	Number of questions	Cronbach's Alpha
Participative Leadership	6	0.779
Employee's Loyalty	6	0.843

4.5 DESCRIPTIVE STATISTIC (MEAN SCORE ANALYSIS):

Descriptive statistics are used to characterize the fundamental characteristics of a study's data. They give quick summaries of the sample and the metrics. They are the foundation of practically every quantitative data analysis, along with simple graphical analysis. by (prof William M.K., 2022). "Descriptive statistics" refers to the analysis, synthesis, and presentation of conclusions pertaining to a data set generated from a sample or the entire population. The three basic categories of descriptive statistics are Frequency Distribution, Measures of Central Tendency, and Measures of Variability. (According to CFI, 2021).

4.5.1 OBJECTIVE 1: TO EXAMINE THE RELATIONSHIP BETWEEN PARTICIPATIVE LEADERSHIP AND EMPLOYEE'S LOYALTY:

In this study, descriptive analysis is used to show the link between participatory leadership and employee loyalty. The mean score and standard deviation are employed. The descriptive data showing the impact of participative leadership on employee loyalty at Lafarge

company as shown in (table 4.6) therefore, it's found that participative leadership have an influence on employee's loyalty, with a moderate mean of (3.45) for participative leadership and a high mean (3.85) for employee's loyalty.

Table (4.6) Mean Score Between PL and EM

variables	mean	Level
Participative Leadership	3.45	Moderate
Employee's Loyalty	3.85	High

Table (4.7) Descriptive Analysis of Participative Leadership

Item	SD f (%)	D f (%)	N f (%)	A f (%)	SA f (%)	Mean	SD	Level
I have considerable independence and the freedom to grab opportunities.	42 (26.8)	36 (22.9)	26 (16.6)	42 (26.8)	11 (7.0)	2.64	1.316	moderate
I believe that most creative ideas are likely to come from the group members rather than from the manager.	16 (10.2)	16 (10.2)	40 (25.5)	51 (32.5)	34 (21.7)	3.45	1.227	Moderate

I am consulted regarding important changes	4 (2.5)	23 (14.6)	45 (28.7)	62 (39.5)	23 (14.6)	3.49	0.998	Moderate
I am requested to provide alternative solution when a problem occurs	5 (3.2)	15 (9.6)	29 (18.5)	69 (43.9)	39 (24.8)	3.78	1.029	High
Leader is consulting the group before making a decision	7 (4.5)	28 (17.8)	30 (19.1)	52 (33.1)	40 (25.5)	3.57	1.178	moderate
I believe that much more can be accomplished by a team than by the same number of people working alone.	7 (4.5)	18 (11.5)	32 (20.4)	67 (42.7)	33 (21.0)	3.64	1.074	moderate
Total						3.45	0.796	Moderate

4.5.3 OBJECTIVE 2: TO EXAMINE THE LEVEL OF EMPLOYEE'S LOYALTY:

In this study, descriptive analysis is used to show the link between participatory leadership and employee loyalty. In this study, the mean score and standard deviation are employed. As its shown in Table 4.7, the descriptive data shows the level of employee's loyalty in Lafarge group, since the mean score of employee's loyalty is high (3.85) that indicates that employee's loyalty is impacted by participative leadership and it has a positive increase in employee's loyalty when participative leadership is practiced.

Table (4.8) Mean Score Between EM and PL

Variables	Mean	Level
Employee's Loyalty	3.85	High
Participative Leadership	3.45	moderate

4.5.4 Table (4.9) Descriptive Analysis of Employee Loyalty

Item	SD f (%)	D f (%)	N f (%)	A f (%)	SA f (%)	Mean	SD	Level
I am willing to recommend my company as a good workplace.	0	15 9.6	30 9.11	68 43.3	44 28.0	3.90	.921	high
I feel proud when talking about my company's products.	1 .6	16 10.2	18 11.5	64 40.8	58 36.9	4.03	.977	high
I will work here for a long time even though other companies might	8 5.1	18 11.5	28 17.8	61 38.9	42 26.8	3.71	1.134	high

offer me a better wage.								
I value the organization's value	7 4.5	7 4.5	35 22.3	50 31.8	58 36.9	3.92	1.083	High
I understand how I contribute to the organization's goals	2 1.3	10 6.4	39 24.8	64 40.8	42 26.8	3.85	.932	high
I am glad I chose to work for this organization	7 4.5	15 9.6	34 21.7	59 37.6	42 26.8	3.73	1.096	High
Total						3.85	0.753	High

4.6 INFERENTIAL ANALYSIS

Inferential analysis, as opposed to descriptive analysis, refers to the statistical techniques used to determine the connections between variables, they are specifically designed to test hypotheses. The Pearson correlations coefficient will be used as an inferential analysis in this research. The purpose of this link is to look at how participative leadership affects employee loyalty. Spearman The correlation coefficient (r) indicates how strong or weak the relationship between the independent and dependent variables is. With a significance threshold of p 0.05, the correlation coefficient (r) revealed a link. A positive or negative link exists between two variables.

4.6.1 CORRELATION ANALYSIS:

According to (Steven Nickolas, 2021) The strength of the linear link between two variables, x and y, is measured by correlation coefficients. A positive association is shown by a linear correlation coefficient larger than zero. A negative association is indicated by a value less than zero. Finally, a value of 0 implies that the two variables x and y have no connection. The direction of the link (positive or negative) as well as the degree of the relationship (–1.0 to +1.0) are reflected in correlations. The Pearson r coefficient is one of the most often used correlation coefficients. The Pearson product-moment correlation is another name for it. For determining the strength of a variable's link, Cohen (1998) suggests the following criteria:

Small ($r = .10$ to $.29$)/ Medium ($r = .30$ to $.49$)/ Large ($r = .50$ to 1.0).

In the table below (Table 4.8) correlation test is used to examine whether there is a relationship between independent and dependent variables.

Table (4.10) Correlation Analysis

Correlations		PL	EL
PL	Pearson Correlation	1	.680**
	Sig. (2-tailed)		.000
	N	157	157
EL	Pearson Correlation	.680**	1
	Sig. (2-tailed)	.000	
	N	157	157

**. Correlation is significant at the 0.01 level (2-tailed).

Table (4.10) shows us:

- P-value is less than 0.05 ($r=0.680$), meaning there is a large significant relationship between participative leadership and employee's loyalty.

4.7 SUMMARY:

SPSS program has been used to find out all of the statistical operations in order to analyze the quantitative data in this chapter. A descriptive analysis been used for main variables, and Pearson's r-correlation models in order to find out if the variable (participative leadership) has an impact employee's loyalty. total of 12 questions were distributed on 157 employees from Lafarge company, and based on the findings we can see that participative leadership has large positive impact on employee's loyalty; in other words, participative leadership has positive impact on employee's loyalty here in Iraq/ Kurdistan.

CHAPTER 5

DISCUSSION, RECOMMENDATION AND CONCLUSION

5.1 INTRODUCTION:

This chapter will concentrate on the findings in order to guarantee that the first chapter's elements have been addressed in the study. Despite this, limits and recommendations were included to aid in the improvement of future research, as well as the study's conclusion.

5.2 DISCUSSION OF FINDINGS:

The aim for this research paper is to find out the relationship between participative leadership and employee's loyalty here in Iraq/ Kurdistan- sulaymaniyah. thus, the researcher distributed 160 online questionnaire forms to employees at Lafarge company from different non-managerial departments. With 150- 160 population target in mind, the researcher managed to get 157 forms back. The questionnaire forms included six questions to measure participative leadership at Lafarge company by employees, and six more questions designed to measure the level of loyalty in each employee who took part in the questionnaire answering. This questionnaire also includes the demography of Age, Gender, and Educational background level.

5.2.1 OBJECTIVE 1: TO EXAMINE THE RELATIONSHIP BETWEEN PARTICIPATIVE LEADERSHIP AND EMPLOYEE'S LOYALTY:

This objective was designed to measure the relationship between participative leadership and employee's loyalty. The mean score for participative leadership was (3.45) meaning it is moderate compared to employee's loyalty mean score which was (3.85) meaning it was high. As we can find out from the data gathered and analyzed, that participative leadership has a significant positive influence on employee's loyalty even if participative leadership level was not as high. According to Jacob Meiners (2022) Employee loyalty is boosted through participative leadership.

Employees who feel appreciated and valued at work are more likely to remain longer. When leaders solicit advice from a diverse group of individuals, participatory leadership stimulates innovation and creativity. Participative leadership level is moderate in Lafarge's company based on the questionnaire given to the employees by the researcher; we can notice based on the data collected, that the first question in the participative leadership section of the questionnaire "I have considerable independence and freedom to grab opportunities." Had the highest level of (strongly disagree) compared to the other questions related to participative leadership with a percentage of 26.8% (42 employees out of 157 answered with strongly disagree). But when asked "Leader is consulting the group before making a decision" 25.5% (40) employees answered with strongly agree. Therefore, we can conclude that participative leadership is indeed practiced at Lafarge's company but not on a higher level. Which explains why the level of participative leadership at Lafarge was moderate.

5.2.2 OBJECTIVE 2: TO EXAMINE THE LEVEL OF EMPLOYEE'S LOYALTY:

Employee's loyalty level is high at Lafarge company with a mean score of (3.85) indicating that the loyalty level in employees who work there in a non-managerial positions is high. When employees are asked "I value the organization's value" 36.9% (58) employees answered with strongly agree. And when asked "I will work here for a long time even though other companies might offer me a better wage." 38.9% (61) answered with agree and 26.8% (43) said they strongly agree; with only 5.1% (8) employees answered with strongly disagree.

5.3 RECOMMENDATIONS:

5.3.1 RECOMMENDATIONS FOR THE ORGANIZATION:

Based on the data collected from the online questionnaire that was distributed to Lafarge's company employee's, we can come to conclusion that employee's loyalty levels are high which is a good sign to every organization. Based on (GBS corporate training, 2019) "Employees that are devoted to their employer are more likely to invest in their job, come up with innovative ideas, and go the additional mile.

After all, loyal workers are happy employees, and happy employees imply "hefty earnings," (according to Forbes) based on the data we see that employee's loyalty level at Lafarge is high, yet participative leadership levels are not high but they are moderate; which indicate to us that participative leadership is indeed practiced but not to its full potentials. My recommendations would be to try to implement more aspects of participative leadership like considering the non-managerial employees in big decision making processes and actually implementing them if they are any good.

5.4 CONCLUSION:

The purpose of this research is to find the relationship between participative leadership and employee's loyalty here in Iraq/ Kurdistan-sulaymaniyah. And indeed in this research data analysis demonstrate that participative leadership has a positive and strong association with enhanced employee's loyalty. even if participative leadership is practiced in moderate level, employee's loyalty level will still be high.

APPENDIX:

SPSS tables

DV

Reliability Statistics

Cronbach's	
Alpha	N of Items
.843	6

IV

Reliability Statistics

Cronbach's	
Alpha	N of Items
.779	6

		age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30	70	44.6	44.6	44.6
	31-40	69	43.9	43.9	88.5
	41-50	14	8.9	8.9	97.5
	51 and above	4	2.5	2.5	100.0
	Total	157	100.0	100.0	

		gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	93	59.2	59.2	59.2
	Female	64	40.8	40.8	100.0
	Total	157	100.0	100.0	

		education			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	high school degree	21	13.4	13.4	13.4
	bachelor degree	82	52.2	52.2	65.6
	master's degree	54	34.4	34.4	100.0
	Total	157	100.0	100.0	

Correlations

		PL	EL
PL	Pearson Correlation	1	.680**
	Sig. (2-tailed)		.000
	N	157	157
EL	Pearson Correlation	.680**	1
	Sig. (2-tailed)	.000	
	N	157	157

** . Correlation is significant at the 0.01 level (2-tailed).

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
PL1	157	1	5	2.64	1.316
PL2	157	1	5	3.45	1.227
PL3	157	1	5	3.49	.998
PL4	157	1	5	3.78	1.029
PL5	157	1	5	3.57	1.178
PL6	157	1	5	3.64	1.074
EL1	157	2	5	3.90	.921
EL2	157	1	5	4.03	.977
EL3	157	1	5	3.71	1.134
EL4	157	1	5	3.92	1.083
EL5	157	1	5	3.85	.932
EL6	157	1	5	3.73	1.096
Valid N (listwise)	157				

Republic of Iraq - Kurdistan Region
Ministry of Higher Education and Scientific Research

**QAIWAN INTERNATIONAL UNIVERSITY
UTM FRANCHISE**

D. of Administration & Student Affairs

Registration



QAIWAN
INTERNATIONAL UNIVERSITY

Lafarge Cement Company
Iraq, Sulaymaniyah,
Support Letter



Number: REG22-105
Date: 11/04/ 2022

Dear Sir/Madam,

CONFIRMATION OF STUDENTS STATUS

This is to certify that the student mentioned below is full-time students at the faculty of Management and Social Science (Human Resource Development) at Qaiwan International University (QIU).

You are kindly requested to provide her with the necessary information for her academic project. Your cooperation is highly appreciated in advance.

Student Name	:	Zahraa Nabeel Fadhil
Student ID	:	QU18-0141
Academic Status	:	Year 4 Semester 7 / Active

The above information is valid for the current semester, which ends on (28th July 2022). Please do not hesitate to contact us if you have any requires. The confirmation is issue on her demand.

Thank you.


Kanar Roshin Tariq
Director of Admission and Registration
Qaiwan International University
+964 772 141 1414
kanar.tariq@uniq.edu.iq

Copy to:

- Archive
- Outgoing Dossier

A Questionnaire To Measure The Relationship Between Participative Leadership and Employee's Loyalty.

Form description

Age

*

- ☐ 20-30
- ☐ 31-40
- ☐ 41-50
- ☐ 51 and above

gender *

- ☐ female

education *

- ☐ high school degree
- ☐ bachelor degree
- ☐ masters degree
- ☐ Phd degree
-

1- I have considerable independence and freedom to grab opportunities. *

	1	2	3	4	5	
strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	strongly agree

2- I believe that most creative ideas are likely to come from the group members rather than from the manager. *

	1	2	3	4	5	
strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	strongly agree

3- I am consulted regarding important changes *

	1	2	3	4	5	
strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	strongly agree

4- I am requested to provide alternative solution when a problem occurs *

	1	2	3	4	5	
strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	strongly agree

5- Leader is consulting the group before making a decision *

	1	2	3	4	5	
strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	strongly agree

6- I believe that much more can be accomplished by a team than by the same number of people working alone. *

	1	2	3	4	5	
strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	strongly agree

1. I am willing to recommend my company as a good workplace. *

	1	2	3	4	5	
strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	strongly agree

2. I feel proud when talking about my company's products. *

	1	2	3	4	5	
strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	strongly agree

3. I will work here for a long time even though other companies might offer me a better wage. *

	1	2	3	4	5	
strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	strongly agree

4. I value the organization's value *

	1	2	3	4	5	
strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	strongly agree

5. I understand how I contribute to the organization's goals *

	1	2	3	4	5	
strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	strongly agree

4. I value the organization's value *

	1	2	3	4	5	
strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	strongly agree

5. I understand how I contribute to the organization's goals *

	1	2	3	4	5	
strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	strongly agree

6. I am glad I chose to work for this organization *

	1	2	3	4	5	
strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	strongly agree

3- I am consulted regarding important changes *

	1	2	3	4	5	
strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	strongly agree

4- I am requested to provide alternative solution when a problem occurs *

	1	2	3	4	5	
strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	strongly agree

5- Leader is consulting the group before making a decision *

	1	2	3	4	5	
strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	strongly agree

References:

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