

# The Role of Participative Leadership in Improving Employee Performance in Educational Institutions: Systematic Literature Review

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## ABSTRACT

**Objective:** This study aims to explore the role and impact of participative leadership on employee performance in educational institutions, focusing on decision-making and employee engagement. Despite existing research, gaps remain in understanding how participative leadership influences performance in the education sector. **Method:** The study employs a Systematic Literature Review (SLR) approach. Research questions were formulated to guide the review process. Relevant literature was collected from databases such as Scopus, Google Scholar, and PubMed. The collected studies were then analyzed to identify trends, patterns, and relationships between participative leadership and employee performance. **Results:** Findings indicate that participative leadership enhances employee performance by fostering a collaborative environment and increasing employee involvement in decision-making. This leadership style aligns with intrinsic motivation theory, highlighting that employee feel more responsible and productive when valued and empowered. However, the effectiveness of participative leadership varies depending on organizational culture and institutional structure, necessitating further context-specific studies. **Novelty:** This research contributes to participative leadership theory by emphasizing its significance in the education sector. It also highlights the moderating role of organizational factors and expands on intrinsic motivation theory. Practical implications include adopting democratic leadership strategies in educational institutions to enhance employee and organizational outcomes.

## INTRODUCTION

Employee performance is one of the crucial factors in supporting the success of an organization, including in the education sector [1], [2], [3]. Employee performance in schools is very important for improving the quality of education and operational efficiency. To enhance employee performance, effective communication and a positive work environment significantly encourage optimal work results in human resource management settings [4]. Employee performance is significantly influenced by leadership style. In a study at the Celikah Community Health Center, it was found that leadership style is directly correlated with employee performance, emphasizing the need for effective leadership in achieving organizational goals [5]. In addition, the career development and promotion system helps employees improve their skills and achievements, enhancing the independence of educational institutions [6].

The low level of employee involvement in decision-making negatively impacts organizational effectiveness [7]. Allam also emphasized that their lack of involvement negatively impacts organizational performance, morale, and workplace safety. Ultimately, this has a negative effect on the organization. Like bad attitudes, lower productivity, higher absenteeism, higher turnover rates, and increased workplace conflicts [8]. Therefore, effective manager communication is very important to align

organizational goals and create a collaborative work environment. Limited communication between managers and employees can reduce motivation and decision quality. In the end, this affects the overall performance of the organization [9].

Participative leadership is a leadership style that emphasizes the active involvement of employees in the decision-making process, fostering a collaborative environment that enhances organizational performance. By involving employees in decision-making, leaders can increase employees' sense of ownership and responsibility, which in turn boosts their enthusiasm to achieve the organization's goals [10], because they feel valued and empowered in their workplace, employees with participative leaders report higher workplace well-being [11]. Therefore, further research is needed to identify and analyze how participative leadership affects employee involvement in the decision-making process in schools. Several previous studies have discussed the importance of participative leadership style in improving the efficiency and quality of the educational environment. For example [12] emphasizing the role of participatory leadership in improving the operational efficiency of pesantren and creating a more conducive environment for the development of education. In addition, the research conducted by [13] expressing that leadership and commitment factors play an important role in the successful implementation of strategic plans in madrasahs. Although the number of studies on participative leadership is increasing, there is still a significant gap in understanding how this leadership model affects employee performance in various types of organizations, particularly in the educational context. Furthermore, despite many studies examining various aspects of participative leadership, there has yet to be a comprehensive study on the role and impact of participative leadership in improving employee performance in educational institutions.

This research aims to delve deeper into the role and impact of participative leadership in enhancing employee performance in educational institutions. Although there have been many studies related to participative leadership, there is still a significant gap in understanding how this model affects performance in the education sector, particularly in the context of decision-making and employee engagement.

## RESEARCH METHOD

This research uses a literature review. The literature review aims to discuss current research, identify gaps, and establish the context for new research. This is important to enhance the quality and credibility of academic work [14].

In Systematic Literature Review (SLR), The data collection method consists of several steps. The first step is to formulate clear and focused research questions, which will serve as an outline for the entire literature collection and analysis process. These questions should be specific and related to the problem to be solved. The second step is to search for relevant literature. By accessing various platforms such as Google Scholar, Scopus, PubMed, as well as scientific journals, books, conferences, and research reports.

After the data has been collected, the next step is to analyze and synthesize the results from various studies to find trends, patterns, or relationships between previous research.

## **RESULTS AND DISCUSSION**

### **A. Interpretation of Research Results in the Context of Existing Theory or Research**

The results of this study support previous findings that participative leadership is an important factor in improving employee performance in educational institutions. Specifically, the literature analysis conducted through a Systematic Literature Review (SLR) found that this leadership style creates a work environment where employees are actively involved in decision-making, which in turn enhances their performance and motivation. This result is consistent with the participative leadership theory proposed by researchers such as [10] and [4] which states that if employees are given the opportunity to participate in the decision-making process, they will feel more responsible and have ownership over the organization's goals.

In addition, this research supports the theory of intrinsic motivation [15] which states that when employees feel valued and have control over their work, they are more motivated, which in turn leads to improved performance and productivity. Studies show that job autonomy significantly affects work engagement; this is a very important factor in motivating employees to work.

However, this research also shows that the impact of participative leadership varies depending on the type of organization. This shows that factors such as organizational culture and institutional structure can play a significant moderating role in how well this leadership style is implemented. Therefore, although these findings support previous research, further studies should be conducted to explore the contextual components that influence the relationship between leadership participation and employee performance in educational institutions.

### **B. Impact on Theory and Practice**

By emphasizing the important role of employee involvement in decision-making, this research makes a significant contribution to the development of participatory leadership theory, particularly in the field of education. This result enhances our understanding of the dynamics in leadership that prioritize cooperation and empowerment. Empowered employees contribute more to organizational outcomes beyond the transformational leadership theory. The results of the study by Srivastava and Vyas show that participative leaders enhance productivity and innovation and create a more inclusive work environment.

In addition, these findings expand on the aspects of intrinsic motivation theory outlined by [16] which states that because employees feel valued and involved in the processes that affect their work environment, this involvement can enhance their sense of achievement and responsibility. which in turn results in improved performance. In practice, the findings of this research indicate that educational institution leaders can create more democratic and empowerment-based leadership methods. These strategies

will improve student performance and encourage overall educational outcomes. Policies that allow teachers and staff to participate in administrative decision-making and curriculum planning can enhance a sense of ownership and responsibility towards the institution's success, which in turn can increase engagement and motivation throughout the organization.

### C. Research Limitations

Although this study provides significant knowledge about how participative leadership helps employees perform better in educational institutions, there are several things to consider when understanding it.

First, this research is limited to a specific type of educational institution. This may lead to the findings being generalized to other types of educational institutions or sectors. This study only discusses schools and madrasahs in certain regions, which may have unique organizational and cultural characteristics. Therefore, the results cannot be directly applied to educational contexts that are geographically and culturally different.

Second, the selection and access to certain specific sources become difficult; for example, publications in limited languages or sources that are underrepresented in international databases. Furthermore, a better understanding of the dynamics of participatory leadership can also be influenced by the lack of relevant primary data to support further analysis. Thirdly, bias in the selection of literature may limit more perspectives, especially if the available literature tends to support participatory leadership.

Therefore, it is important to remember that these obstacles can affect the interpretation of research results, and it is crucial to carefully consider the general conclusions of the research. Research involving more diverse educational institutions and the use of more in-depth and contextual research methodologies can expand our understanding of the complexities of participatory leadership in various contexts in the future.

## CONCLUSION

**Fundamental Finding :** This study emphasizes that participative leadership is crucial in enhancing employee performance through empowerment and motivation, aligning with intrinsic motivation theory. The results indicate that involving employees in decision-making fosters a positive work environment and improves organizational outcomes, although influenced by organizational structure and culture **Implication :** Educational leaders can implement participative leadership by encouraging collaboration in policy planning and leveraging technology to enhance efficiency and inclusivity. **Limitation :** This study is limited to specific educational institutions, so the generalization of findings should consider variations in organizational culture and structure. **Future Research :** Further studies can explore more diverse educational institutions, adopt comparative approaches with other sectors, and integrate technology-based evaluations to assess the effectiveness of participative leadership.

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