

Literature Review: Analysis Of Participatory Leadership Style

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ABSTRACT

Leadership plays a crucial role in the success of organizations, both in the education and business sectors. Amidst the dynamics of the modern work environment, the participatory leadership style, which emphasizes the involvement of team members in decision-making, is increasingly gaining attention. This approach is believed to enhance various aspects of organizational performance, ranging from teacher professionalism to employee performance in general. This style involves subordinates in the decision-making, planning, and evaluation processes, thereby creating a more collaborative and inclusive work environment. This literature review aims to analyze and synthesize findings from 20 scientific articles regarding the influence of participatory leadership style on employee performance, professionalism (especially teachers), work motivation, as well as other factors such as communication, work culture, work stress, and service quality in the context of educational organizations (schools, madrasahs, Islamic boarding schools, universities) and other organizations (business, government, hospitals, libraries). This research uses a literature review method with a descriptive-qualitative approach. Analysis was conducted on 20 relevant scientific articles, discussing the implementation and impact of participatory leadership style. Data from each article were extracted based on objectives, methods, context, variables, and main findings related to the influence of participatory leadership, then synthesized to identify patterns, consistency, and differences in results. Literature analysis shows that the participatory leadership style consistently contributes positively to various organizational outcomes. Specifically, it was found that participatory leadership has a positive and significant influence on: Employee/staff performance, Teacher professionalism, Work motivation of employees/teachers. Work motivation was also found to be an important mediator and strongly influenced by communication, Job satisfaction, Organizational commitment, although some studies show insignificant influence, Quality of public services (through employee performance). The participatory leadership style is characterized by subordinate involvement in decision-making, active two-way communication, cooperation, and delegation of authority. Other factors such as work culture, work environment, compensation, and talent management also interact and influence the results. However, some studies also found that participatory leadership style does not always have a significant effect on performance in certain contexts or on work stress. Based on the literature review of 20 articles, it can be concluded that the participatory leadership style generally has a positive and significant influence on improving employee performance, teacher professionalism, work motivation, and job satisfaction in various types of organizations, including educational institutions. Active involvement, open communication, and collaboration are key to the effectiveness of this leadership style. Nevertheless, its success is influenced by the organizational context, work culture, and the readiness of leaders and team members. Challenges such as time and resource limitations need to be managed for the optimal implementation of participatory leadership.

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INTRODUCTION

Leadership plays a crucial role in determining the success of an organisation, whether in the context of education, business, or the public sector. In today's dynamic work environment, various leadership styles are applied, and one that is gaining attention is the participatory leadership style. This leadership style is defined

as an approach in which leaders actively involve team members or subordinates in the decision-making process, goal setting, and problem solving. Its main characteristics include two-way communication, consultation, joint decision-making, power sharing, delegation of authority, and the creation of a democratic and collaborative work environment.

The importance of studying participatory leadership lies in its potential to improve various aspects of organisational performance. A number of studies show that this leadership style has a positive and significant effect on the performance of employees or staff in general. In the context of education, participatory leadership has been proven to improve the professionalism of teachers and lecturers, as well as their work motivation. Work motivation itself is also an important factor that is influenced by participatory leadership and communication. In addition, this leadership style is also linked to increased job satisfaction, work enthusiasm, the effectiveness of strategic plan implementation, and even the quality of public services through improved civil service performance.

The application of participatory leadership has been explored in various organisational contexts. In the field of education, research covers madrasahs (MI, MA), schools, Islamic boarding schools, universities, Community Learning Centres (PKBM), and university libraries.

Outside of education, this style has also been studied in hospitals, the food industry, banking, financial institutions, manufacturing companies, coffee shops, and organisations in general. Women's leadership in particular is also often associated with a participatory or transformational style. Although the majority of studies show positive effects, some studies have found mixed results.

For example, there are findings where the participatory leadership style has no significant effect on employee performance or work stress. In addition, its implementation can face challenges such as time and resource constraints. These varying findings demonstrate the importance of synthesising existing research results to gain a more comprehensive understanding of the effectiveness and context of applying the participatory leadership style.

Therefore, this literature review aims to comprehensively analyse and synthesise the findings of 20 selected scientific articles on the influence of participatory leadership styles on performance, professionalism, motivation, and other organisational outcomes in various contexts. This study is expected to provide a complete picture of the role, benefits, challenges, and factors that influence the effectiveness of participatory leadership styles.

METHOD

This study utilises a literature review method with a descriptive-qualitative approach in its synthesis process. This approach was chosen to identify, analyse, and summarise key findings from previous studies relevant to the topic of participatory leadership.

The main data sources for this study were 20 scientific articles that had been selected and provided in advance, focusing on participatory leadership styles and their influence in various organisational contexts.

These articles cover various research methodologies, including quantitative (surveys, correlations, regressions), qualitative (case studies, interviews, observations), literature studies, and meta-analyses. The data analysis process involved extracting key information from each article using a pre-established file mapping guide.

The information extracted includes: author and year of publication, research title, journal name, variables studied (dependent and independent), research objectives, data analysis methods used, and key findings or results of research related to the influence of participatory leadership styles. The collected data was then analysed using thematic synthesis [adapted from 15]. This approach aims to identify recurring themes, patterns of influence (positive, negative, significant, insignificant), variations in results based on context or other variables studied, and general conclusions that can be drawn from all 20 studies on the role and impact of participatory leadership styles.

RESULTS

An analysis of 20 scientific articles from 2014 to 2025 shows consistent findings that participatory leadership styles generally have a positive and significant influence on various aspects of organisational performance and dynamics. The majority of studies found that the application of a participatory leadership style is positively and significantly correlated with improved performance of staff, employees, lecturers, or civil servants. Specifically in the context of education, this style has proven effective in enhancing the professionalism of teachers and educational personnel.

Table 1. Characteristics of the Articles Analysed

No	Author Name. Year / Title	Variables	Research objectives	Analysis tools	Findings/Research results
1	Insan & Yuniawan, 2016 "Pengaruh Gaya Kepemimpinan Partisipatif, Lingkungan Kerja, Kompensasi dan Budaya Organisasi Terhadap Kinerja Keperawatan RSUD Tugurejo Semarang"	1. Dependent Variables: a) Work quality b) Work quantity c) Knowledge about work 2) Independent Variables: - Participative Leadership Style: a) Communication:	Work Environment, Compensation and Organisational Culture on Employee Performance in the Nursing Department of Tugurejo Regional General Hospital, Semarang	This study used Multiple Linear Regression Analysis	The results of the study proved that organisational culture had a positive and significant effect on employee performance, as seen from the t-value for organisational culture of 4.099 with a significance of 0.000 < 0.05.
2.	Pradina Nugraha et al., 2020 "Pengaruh Kepemimpinan Partisipasi dan Komunikasi Terhadap Kinerja Aparatur Serta Dampaknya Terhadap Kualitas Pelayanan Publik"	Dependent and Independent Variables	To determine the effect of participatory leadership style on the performance of civil servants in Heuleut Village, Kadipaten Subdistrict, Majalengka Regency	This study uses multiple linear regression analysis Reliability test using Cronbach's alpha (a)	Based on the results of research conducted on 30 respondents regarding participatory leadership, communication, employee performance, and quality of public services
3.	Soelistya, 2014. "Pengaruh Gaya Kepemimpinan Partisipatif Dan Komunikasi Terhadap Motivasi Kerja Serta Dampaknya Pada Prestasi Kerja Pegawai Di Maspion Group Surabaya Jawa Timur"	Using three indicators, including: 1) The existence of a balance of supervision between leaders and subordinates;	To determine the model for improving employee performance at Maspion Group Surabaya based on the variables of participatory leadership style, communication, and work motivation.	Quantitative, employee survey	There is an influence of the Participatory Leadership Variable on Employee Motivation of 0.137. This means that with an increase in the quality of participatory leadership by one unit from the leaders of the Maspion Group in Surabaya, East Java, employee motivation will increase by 0.137 units.
4.	Faujiah et al., 2023. "Hubungan Antara Gaya Kepemimpinan Partisipatif Vroom-Yetton dan Motifasi Belajar Siswa di Lembaga Pendidikan Indonesia"	Independent/main variable: Participative leadership style (Vroom-Yetton model). Dependent variable: Student learning motivation.	Objective To explore the relationship between participative leadership style (Vroom-Yetton) and student learning motivation in educational institutions in Indonesia.	<i>Literature review</i> this research is a review/analysis of empirical studies and the latest literature relevant to the topic.	The Vroom-Yetton participatory leadership style has a positive impact on student learning motivation students who are involved in decision-making and given the opportunity to participate tend to feel a greater sense of ownership of their learning and higher motivation.

No	Author Name. Year / Title	Variables	Research objectives	Analysis tools	Findings/Research results
5.	Mubarok et al., 2024. “Eksplorasi gaya kepemimpinan partisipatif kepala madrasah dalam mendorong peningkatan mutu madrasah ibtidaiyah”	Participatory leadership style of madrasah principals Improving the quality of Madrasah Ibtidaiyah	Analysing and interpreting how the participatory leadership style applied by madrasah principals improves the quality of Madrasah Ibtidaiyah.	Qualitative, exploratory descriptive approach.	Based on the findings regarding the understanding of the participatory leadership style above, it shows that the participatory leadership style is similar to the democratic leadership style, where leaders involve team or group members in the decision-making process.
6.	Shintawatia, 2025 “Peranan Gaya Kepemimpinan Wanita dalam Upaya meningkatkan Kinerja pemasaran”	Independent and dependent variables	Objective To determine the role of female leadership style in improving marketing performance	Meta-analysis and collection of secondary data related to the theory	Research results show that female leadership style has a significant positive effect on assertive communication in government. Research results show
7.	Naibaho et al., 2025. “Penerapan Kepemimpinan Partisipatif Dalam Pengembangan Kinerja Administrasi Di Kantor Pusat Kegiatan Belajar Masyarakat (PKBM) Kota Jakarta”	Independent and dependent variables	1) To determine the effect of Participative Leadership Style on Employee Performance. 2) To determine the effect of Talent Management on Employee Performance. 3) To determine the effect of Motivation on Employee Performance.	Partial Test and Simultaneous Test	That women's leadership style has a significant positive effect on assertive communication in government. Participative Leadership Style, has a positive and significant effect (significance value $0.003 < 0.05$; t_{count}
8.	Idris, 2024 “Penerapan Kepemimpinan Partisipatif Dalam Pengembangan Kinerja Administrasi DiKantor Pusat Kegiatan Belajar Masyarakat (PKBM) Kota Jakarta.”	Independent and dependent variables	Aims to analyse the effect of participatory leadership on administrative performance at the Community Learning Centre (PKBM) in Jakarta	Qualitative, in-depth interviews, direct observation	Participatory leadership can improve administrative performance by enhancing communication, motivation, and collaboration between leaders and staff
9.	Kendal, 2025 “Pengaruh Gaya Kepemimpinan Partisipatif Kepala	Independent and dependent variables	The aim is to analyse the partial (single) and simultaneous (joint) effects of	Quantitative correlational.	This study aims to determine the influence of the participatory leadership style of the

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	Madrasah Budaya Kerja dan Motivasi Kerja Terhadap Profesionalisme Guru Madrasah Aliyah Pada Lembaga Pendidikan Ma'Arif di Kabupaten Kendal”		the participatory leadership style of the head of the madrasah, work culture, and work motivation on the professionalism of Madrasah Aliyah teachers at the Ma'arif institution in Kendal Regency.		madrasah principal, work culture and work motivation on the professionalism of MA teachers at the Ma'arif Education Institution in Kendal Regency.
10.	Fauzi et al., 2023 “Kepemimpinan Partisipatif Dalam Mengelola Kinerja Dosen di Institut Agama Islam (IAI) Nusantara Batanghari”	Qualitative approach. The research data consists of primary and secondary data	To determine the application of participatory leadership style implemented by leaders at the Nusantara Batanghari Islamic Institute (IAI) in the work management process	Direct observation and interviews with leaders, namely the rector, vice rector, and lecturers to obtain information about participatory leadership	Leadership style influences lecturer performance. This means that leadership style plays an important role in supporting and improving the performance of a lecturer
11.	Mufidah et al., 2024 “Gaya Kepemimpinan Partisipatif Kepala Sekolah Dalam Peningkatan Profesionalisme Pendidik dan Tenaga Kependidikan.”	Independent and Dependent	Enhancing the professionalism of educators and educational personnel.	Literature study/systematic literature review (collecting and analysing previous articles/journals related to the topic	Enhancing educator involvement in academic and managerial decision-making;
12.	Purwanto et al., 2020 “Pengaruh Gaya Kepemimpinan Partisipatif dan Otokratis Terhadap Kinerja Sistem Jaminan Halal HAS 23000 Pada Industri Makanan Kemasan”	1) Independent: Participative leadership style Autocratic leadership style 2) Dependent: Performance of the Halal Assurance System (HAS-23000) implementation in the packaged food industry	To examine the analysis of participative and autocratic leadership styles and their influence on the performance of the HAS 23000 Halal Assurance System implementation in the food industry in Tangerang	Quantitative, using questionnaire surveys.	Participatory leadership style was proven to have a positive and significant effect on the performance of the implementation of the HAS-23000 Halal Assurance System.
13.	Augina Magdalena Manampiring; et al. Jamil, 2017 “Analisis Pengaruh Gaya Kepemimpinan Partisipatif, Lingkungan	Independent and dependent	To determine the influence of participatory leadership style, work environment, and work discipline on employee performance at	Quantitative descriptive	Simultaneously, the variables of participatory leadership style, work environment, and work discipline have a positive and significant effect on employee

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	Kerja dan Disiplin Kerja Terhadap Kinerja Karyawan Di PT.Pegadaian Persero.”		PT. Pegadaian branches in Malalayang and Karombasan in Manado City.		performance at PT. Pegadaian (Malalayang and Karombasan branches, Manado).
14.	Salis Masruhin & 2022, 2022. “Kepemimpinan Partisipatif: Literature Review”	The article does not use a single quantitative research variable.	To determine the processes in participatory leadership, including the delegation of authority.	Thematic synthesis of the literature	The results of the analysis show that participatory leadership not only influences the improvement of individual performance, but also the strengthening of work culture, increased professionalism, and job satisfaction
15.	Luqqy Muzakky et al., 2025 “Pengaruh Gaya Kepemimpinan Partisipatif Terhadap Kinerja dan Profesionalisme dalam Konteks Pendidikan dan Organisasi.”	Dependent and independent variables	Aiming to examine various study results regarding the effect of participatory leadership style on employee performance, teacher professionalism, and strategic management implementation in educational institutions and organisations.	Content analysis approach	The results of this study prove that participatory leadership style has a direct positive and significant effect on performance.
16.	Yudisman, 2019 “Analisis Gaya Kepemimpinan Partisipatif di Perpustakaan Universitas Bung Hatta Sumatera Barat”	Dependent and independent variables	To observe an interesting phenomenon for study, namely whether a participatory leadership style is capable of developing and advancing the progress of the Bung Hatta University Library in West Sumatra	Qualitative Descriptive	With this participatory leadership style, it is possible to increase the work motivation of librarians at Bung Hatta University
17.	Hasibuan, 2023 “Pengaruh Gaya Kepemimpinan Partisipatif Dan Beban Kerja Terhadap Kinerja Pegawai	1. Independent variable: Participative Leadership Style 2. Mediating variable: Work Stress	Analysing the direct influence of participative leadership style on employee performance at UIN North	Quantitative	From the results of the questionnaire distribution that has been recapitulated, the gender of employees at the State Islamic University of

No	Author Name. Year / Title	Variables	Research objectives	Analysis tools	Findings/Research results
	Yang Dimediasi Oleh Stres Kerja Pada Universitas Islam Negeri Sumatera Utara.”	3. Dependent variable: Employee Performance	Sumatra		North Sumatra shows that male employees are more dominant than female employees, with a total of 23 respondents or 63.9% male employees and 13 respondents or 36.1% female employees.
18.	Andrianto & Mogi, 2023 “Pengaruh Gaya Kepemimpinan Partisipatif Dan Pengembangan Karir Terhadap Kinerja Karyawan PT Bank CIMB Niaga TBK.”	1. Independent variables: Participative Leadership Style Career Development 2. Dependent variables: Employee Performance	Analysing the effect of career development on employee performance at PT Bank CIMB Niaga Tbk.	Quantitative and Questionnaire	Simultaneously, participatory leadership style and career development have a significant effect on employee performance.
19.	Teguh Pamungkas et al., 2024 “Kepemimpinan Partisipatif, Delegasi, Dan Pemberian Kewenangan.”	Participatory Leadership, Delegation, Empowerment	Identify the relationship between these three elements in creating a productive and empowering work environment.	Descriptive qualitative	Participatory leadership, delegation, and empowerment can create a productive and empowering work environment. These three elements are interrelated and contribute to improving team effectiveness and achieving organisational goals.
20.	Supangat et al., 2025 “Gaya Kepemimpinan Dalam Membentuk Kepercayaan Dan Loyalitas Karyawan Coffee Shop Majuma 575.”	Independent variable: Leadership style Dependent variable: Employee trust and loyalty	Exploring the relationship between leadership style, trust, and employee loyalty in the context of small and medium-sized enterprises (SMEs) in the food and beverage sector.	Descriptive qualitative and case study	The leadership style applied at Coffee Shop Majuma 575 has a significant impact on building employee trust and loyalty.

DISCUSSION

Analysis of the 20 scientific articles reviewed in this literature review consistently shows that participatory leadership style has a positive and significant correlation with various positive outcomes in organisations. These findings apply across sectors, including formal and non-formal educational institutions, business organisations such as the food industry, banking, coffee shops, manufacturing, financial institutions, and even the public service sector such as hospitals and government agencies.

One of the most consistent impacts found is the positive influence of participatory leadership on performance. This includes general employee performance, lecturer performance, administrative performance,

and even the performance of specific systems such as halal certification. This increase in performance is often mediated or influenced by other factors such as work motivation and communication. Soelistya's (2014) study explicitly shows that communication has a strong influence on motivation, and motivation in turn has a strong influence on work performance.

In the context of education, participatory leadership significantly contributes to increasing the professionalism of teachers and educational staff. Teacher involvement in academic and managerial decision-making and madrasah programme management fosters a sense of ownership and responsibility, which in turn encourages professional development. In addition, this leadership style also has a positive impact on student learning motivation, showing that involvement in the educational process can increase learners' intrinsic motivation.

The main mechanism behind the effectiveness of participatory leadership is the active involvement of team members in the decision-making process. This is supported by effective two-way communication, teamwork, and appropriate delegation of authority. When members feel heard, valued, and trusted, it increases their motivation, job satisfaction, work enthusiasm, and loyalty. Women's leadership style, which often tends to be participatory or transformational, has also been found to contribute positively to marketing performance and assertive communication.

However, the influence of participatory leadership is not always universal or significant in all conditions. Some studies have found that its influence on employee performance is partially insignificant. Insan & Yuniawan (2016) explain that this can occur because subordinates who are not accustomed to making decisions tend to refer them back to their superiors or are unwilling to take responsibility for those decisions. Other studies have found an insignificant effect on work stress or organisational commitment. This shows that the effectiveness of a participatory leadership style can be moderated by other factors such as work culture, work environment, compensation, talent management, and the readiness of individuals and the organisation itself. Practical challenges such as time and resource constraints can also hinder the ideal implementation of this leadership style.

Overall, the findings from these 20 articles reinforce the view that participatory leadership is a valuable and effective approach to managing human resources and improving organisational performance. Engagement, communication, and collaboration, which are at its core, have proven to drive motivation, professionalism, and better work outcomes across various sectors. However, its success requires prudent implementation, tailored to the context, and supported by a conducive organisational culture.

CONCLUSION AND RECOMMENDATIONS

Based on a literature review of 20 scientific articles, it can be concluded that participatory leadership style generally has a positive and significant influence on improving employee performance, professionalism (especially teachers), work motivation, and job satisfaction in various types of organisations, including educational institutions. The active involvement of team members in decision-making, open two-way communication, solid cooperation, and delegation of authority are key elements that drive the effectiveness of this leadership style.

The application of this leadership style has proven to be relevant and beneficial in various contexts, ranging from schools, madrasas, Islamic boarding schools, universities, to hospitals, industry, banking, and government. However, its success is not absolute and is influenced by contextual factors such as organisational culture, work environment, and the readiness and characteristics of leaders and team members. Several studies show insignificant results, indicating the need for a deeper understanding of the specific conditions that support or hinder its effectiveness. Practical challenges such as time and resource constraints also need to be managed well so that the implementation of participatory leadership can run optimally.

Based on the conclusions of this literature review, several suggestions can be made for practitioners and future researchers:

1. For Practitioners (Organisational Leaders and Managers):

- ✓ Adoption and Adaptation: Consider adopting a participatory leadership style, but tailor its implementation to the specific context of the organisation, the maturity level of the team, and the existing work culture. Begin by involving team members in decisions that are relevant to their tasks.
- ✓ Skill Development: Leaders need to develop effective communication skills, active listening skills, discussion facilitation skills, and clear delegation of authority to support a participatory style. Leadership training can focus on these aspects.
- ✓ Building a Collaborative Culture: Create a work environment that encourages openness, mutual trust, and collaboration. Value input and ideas from all team members, even if not all can be implemented.
- ✓ Challenge Management: Proactively manage challenges such as time and resource constraints. Use technology to facilitate communication and participation, and prioritise decision areas that benefit most from a participatory approach.

- ✓ Continuous Evaluation: Conduct regular evaluations of the effectiveness of participatory leadership styles and their impact on team members' performance, motivation, and satisfaction. Use feedback to make adjustments.

2. For Future Researchers:

- ✓ Explore Moderating and Mediating Factors: Conduct further research to identify more specific factors that moderate (strengthen or weaken) or mediate (explain the mechanism) the relationship between participatory leadership and organisational outcomes. Focus on variables such as organisational culture, communication climate, task characteristics, and individual personality. Studies such as Hasibuan's (2023) on the mediation of work stress can be expanded.
- ✓ Explaining Inconsistent Results: Investigate further why some studies find insignificant results. Identify boundary conditions in which participatory leadership may be less effective or even counterproductive.
- ✓ Longitudinal Studies: Conduct longitudinal studies to understand the long-term impact of participatory leadership styles on organisational culture change, employee development, and sustainable performance.
- ✓ Specific Contexts: Expand research to underrepresented contexts, such as certain non-profit sectors, project-based organisations, or different cultural contexts in Indonesia and internationally.
- ✓ Mixed Methods: Use mixed methods research that combines quantitative and qualitative data to gain a richer and deeper understanding of the process and impact of participatory leadership.

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