

Analysis of Adaptive and Participatory Leadership Models Study of Educational Institutional Leadership Models

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ABSTRACT

Adaptive leadership means leadership that is capable and intelligent in dealing with various situations in a variety of events. And, they are not silent with much thought, but move quickly with various actions, to solve challenges with changes that suit needs. Participative Leadership Style is a leadership style where a leader or leader involves his team members to discuss with each other in finding or making a decision. From the discussion that we have studied with the author, we conclude that adaptive leadership and participative leadership are related to each other, namely in participative leadership, the leader tends to invite people to do a job where the leader must be able to adapt to the people who will do the job so that In other words, the participative leadership style is of course included in the adaptive style. Likewise, the adaptive leadership style is definitely accompanied by a participative leadership style because the leader will be able to adapt to the presence of people who want to participate in doing work to achieve a common goal.

INTRODUCTION

In relation to humans as social creatures, this means that humans cannot be separated from other individuals. By nature, humans will always live together. Living together between humans will take place in various forms of communication and situations. Among these situations there are also work or other situations where the situation is faced by what we often call leaders, leadership and leadership.

Leadership is someone who is responsible for all progress in the school environment, so this article discusses the meaning of leaders and leadership, the urgency of leadership, leadership functions, leadership styles and so on (Siti Suherni et al., 2023).

One thing that will be discussed in this article is adaptive leadership style and participative leadership style which will later be explained about the meaning of adaptive leadership, the meaning of participative leadership, the advantages and disadvantages of adaptive and participative leadership along with the scope related to adaptive and participative leadership.

LITERATURE REVIEW

The study of adaptive and participatory leadership models in educational institutions is vital for understanding how leadership styles can positively impact the learning environment and overall organizational effectiveness. Adaptive leadership involves the ability to navigate and lead through complex and uncertain situations, adapting strategies to meet the evolving needs of the institution. In the educational context, where changes in curriculum, technology, and student demographics are constant, adaptive leaders play a crucial role in fostering resilience and innovation. By studying adaptive leadership models, educational institutions can identify effective strategies for managing change, promoting a culture of continuous improvement, and ensuring long-term sustainability.

Participatory leadership models focus on collaboration and shared decision-making, involving various stakeholders such as teachers, students, parents, and administrators in the decision-making processes. This inclusive approach not only enhances transparency but also fosters a sense of ownership and commitment among all stakeholders. Educational leaders who adopt participatory models empower their teams, encourage diverse perspectives, and create a collaborative culture that supports the institution's mission and goals. By studying these models, educational leaders can gain insights into creating an environment that values input from all members, leading to more effective and equitable decision-making processes.

In conclusion, a comprehensive study of adaptive and participatory leadership models in educational institutions provides valuable insights into effective leadership strategies that can enhance the adaptability, innovation, and overall success of the institution. By combining adaptive approaches to navigate change with participatory models that engage stakeholders in decision-making, educational leaders can create a dynamic and inclusive

environment that promotes continuous growth and improvement. This research contributes to the development of leadership practices that align with the

METHODOLOGY

This article is a type of qualitative research with a library research approach. The steps taken in this research are to identify data that has a correlation with the research theme in the form of books, articles or journals. Aims to analyze the main problems related to adaptive leadership and participative leadership.

RESEARCH RESULT AND DISCUSSION

Leadership

Leadership can be understood as a leader who is able to direct, develop or regulate, guide and also demonstrate or influence (Siti Suherni et al., 2023). A leader is expected to be able to influence his team to work as well as possible. This is in accordance with the influence of motivation and leadership on subordinates' job satisfaction. (Purwanto et al., 2020)

Theories in leadership include the character approach (Trait Approaches), behavioral approach (Style Approaches), contingency approach (Contingency Approaches), transactional leadership theory and transformational leadership theory which is related to adaptive and participative leadership styles. Apart from that, the contingency theory put forward by Fiedler, Yukl also suggests that leader behavior can improve group performance because it can influence intervening variables (team effort and work) which can influence group performance. Meanwhile, Vroom and Yetton's theory suggests that satisfaction and achievement are caused by subordinate behavior which in turn is influenced by superior behavior, characteristics and environmental factors (Ghufron, 2020).

Adaptive Leadership

Adaptive leadership means leadership that easily adapts to changes and new circumstances. Adaptive leadership means leadership that is capable and intelligent in dealing with various situations in a variety of events. And, they are not silent with much thought, but move quickly with various actions, to solve challenges with changes that suit needs. Adaptive leaders are required to be able to collaborate between abilities, abilities, skills, which are very effective in all places, environments and circumstances. (Nahnudin et al., 2023)

Adaptation to New Habits has encouraged organizations to move more agilely, in this case an adaptive leadership role is needed. Adaptive leadership includes aspects of anticipation, articulation, adaptation and accountability. Through these four aspects, the realization of organizational agility can be realized through the five main characteristics of organizational agility, namely those related to strategy, structure, process, people and technology. The practice of adaptive leadership in realizing organizational agility is a strategy that can be used in dealing with the adaptation of new habits aimed at ensuring organizational sustainability. (Fridayani, 2021)

Adaptive leadership is always able to organize its personality and improve mental quality, to be involved in the change process, and always produce a higher level of certainty, and have better enthusiasm for learning from every point of change towards the desired reality. Helping leaders develop insight and knowledge, experience and abilities of its team members. Apart from that, leaders can also shape the character of their team members to be better than before. Leaders should not avoid problems but instead look for solutions to these problems (CENDEKIA Jaya & Guntoro, 2020). Characteristics of adaptive leadership

- Understand followers and situations;
- Change management;
- Always ready to learn;
- Take time to listen;
- Detect potential leaders;
- Deliver bad news

The advantages of adaptive leadership

- 1) Anyone can do it;
 - 2) Deeper leadership;
 - 3) Able to deal with unusual events;
 - 4) Expect change;
 - 5) Placement of people according to position and ability;
 - 6) Focus on diversity;
 - 7) Have high emotional intelligence;
 - 8) Focus on the moment. Lack of adaptive leadership
- 1) Can cause workers to avoid their duties;
 - 2) Requires a change in attitude;
 - 3) Breaking the rules.

Participative Leadership

A participative leadership style is a leader who includes subordinates in decision making (Ranupandojo, 2000:75). The aspects of a participative leadership style include consultation, joint decision making, sharing power, decentralization and democratic management. Participative Leadership Style is a leadership style where a leader or leader involves his team members to discuss with each other in finding or making a decision. There are suggestions from subordinates in the decision making process. In this way, subordinates feel more appreciated by their superiors because they are considered capable of playing a role in decision making. With this leadership style, the relationship between leaders and subordinates will be well maintained (Permana & Karwanto, 2020).

This kind of leadership style encourages team members to get involved in a problem or in certain circumstances. In general, a participative leadership style provides opportunities for team members to develop. So that work satisfaction and motivation arises (Christian & Suprastha, 2019).

This is because it is not only a leader who thinks about solving problems and instructs his subordinates or team members to carry out these instructions. But also ask, discuss and brainstorm together regarding opinions from subordinates or team members. So that it can hone the creativity of subordinates so they can develop. There is a significant influence between participative leadership style on human resource performance and participative leadership style has a significant influence on normative commitment. A significant influence is also seen in the correlation between work involvement and human resource performance, work involvement has a significant effect on normative commitment and normative commitment has a significant effect on human resource performance (La Jejen, 2020).

Here's how participative leadership works

- 1) Facilitate or initiate a conversation;
- 2) Share insights in the form of information and knowledge;
- 3) Encourage people to share their ideas or solutions;
- 4) Synthesize available information;
- 5) Make the best decision;
- 6) Tell other people the decisions that have been taken.

Application of a participative leadership style in the work environment

- a. Stakeholders will not work together, leaders and subordinates each work in their own way;
- b. Participation in a team will not work;
- c. Ideas will not exist, because the problem is not well understood;
- d. Team members may feel more competitive, as a sense of urgency begins to build;
- e. Morale may decline as a previously open and collaborative environment turns sour;
- f. If left unchecked, people will look for ways to escape from this situation. (resigned from his job);

Advantages and disadvantages of participative leadership style

1. Advantages
 - a. Acceptance of decisions is more appreciated;
 - b. Increase employee morale;
 - c. Encourage creative solutions/ideas;
 - d. Increase Employee Retention;
 - e. Reduce Competition, Increase Collaboration.
2. Disadvantages
 - a. Decision making will take a very long time and be ineffective;
 - b. Disagreements during the decision-making process can end in hatred between stakeholders;
 - b. Decision making that takes a long time can reduce work

- productivity;
- c. Differences in knowledge between leaders and subordinates in sharing knowledge can lead to misunderstandings;
- d. The more sensitive information is given to subordinates, the greater the possibility of the information being leaked.

Characters that need to be possessed to implement a participative leadership style

1. Approachable (easy to approach), a participative leadership style will not work if subordinates feel uncomfortable approaching the leader. Therefore, leaders need to be easygoing people.
2. Good Communicator (good speaker), As a leader who applies a participative leadership style, the leader needs to be smart in speaking, because the participative leadership style requires 2 important aspects in communication, namely the ability to receive information and the ability to share information.
3. Thoughtful (wise), it cannot be denied that a leader must be wise, especially when making decisions. In implementing a participative leadership style, a leader is dealing directly with a team which is full of people who have diverse characters, so the leader must be able to get along with his team and be able to receive input from his team.
4. Open minded, whatever dimension of participative leadership is focused on, a leader needs to have an open mind because he will always consult with his subordinates and must accept the input given, even if it is contrary to the leader's wishes.
5. Empowering, a leader must be able to empower his subordinates or team members. As a participative leader. Leaders must ensure that subordinates have the opportunity to learn and develop themselves. Therefore, it is a leader's duty to provide opportunities so that subordinates can become good leaders.

CONCLUSIONS AND RECOMMENDATIONS

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ADVANCED RESEARCH

This research still has limitations so it is necessary to carry out further research related to the topic "Analysis of Adaptive and Participatory Leadership Models Study of Educational Institutional Leadership Models" to perfect this research, as well as increase insight for readers.

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