Innovation in Continuous Education Quality Management through Participatory Leadership

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ABSTRACT: The important thing that can affect the quality of an education is in leadership and management quality. The presence of an educational institution will be carried out optimally if it has effective leadership and management quality. In the quality of education, leadership has a very important role and is a stakeholder. In this ever-evolving era, a participatory leadership approach has emerged that in terms of decision-making or the implementation of educational programs, it always involves team members. This can affect increasing teacher motivation and engagement, improving the quality of teaching, and creating a thorough and effective learning environment. This research approach involves collecting and analyzing information from various literary sources such as books, journal articles, theses, and other documents. This method is carried out in order to gain a deep understanding of a topic or problem without collecting data directly from the field, but analyzing it through reading. Participatory leadership can influence sustainable innovation by creating an environment that supports creativity and member engagement, so members feel encouraged to come up with new ideas that have the potential to produce innovation. This participatory leadership approach can increase the spirit, courage, and sense of family in the organization which can help the organization maintain excellence in a sustainable manner through new innovations. To support the course of education in this era of rapid technological development, it is necessary to have a leadership role that has a participatory style, namely leaders who collaborate with their members for decisionmaking, problem-solving, providing input, and also sharing ideas. That way, members feel more appreciated and motivated in carrying out their goals, which is to continue to innovate sustainably in education.

KEYWORDS: innovation, quality management, education, sustainability, leadership, participatory leadership

I. INTRODUCTION

Education is an important component in a country. In this era that has experienced technological advancement, education is the main focus in facing challenges in changing the world. Education in the current era not only provides a learning experience, but also forms a useful character to prepare for an increasingly complex world. That way, there needs to be a focus on the quality of education. (Armadan et al., 2023). An educational institution is declared to be of high quality if it can provide services that are in accordance with or more than expected by school residents or related parties. In providing quality assurance, it is necessary to have institutional management that focuses on quality. In order to get satisfactory results, the quality of education needs to be managed in an orderly and continuous manner. For this reason, it is necessary to have education quality management. (Nabila, 2022). In terms of improving the quality of education, of course there is a challenge faced. Challenges in education are divided into two; macro challenges and micro challenges. Macro challenges are in the form of: confusing curriculum complexity, inequalities in education, problematic teacher placement, low quality of teachers, high education costs. Then micro challenges are in the form of: monotonous learning methods and inadequate facilities that can affect students' academic achievement. (Dinayanti et al., 2024). For this reason, it is necessary to innovate in education quality management in order to face the challenges of education in this ever-evolving era. Innovation in education quality management is carried out because it is important to achieve continuity in improving the quality of learning, an active and creative teaching and learning process, fostering a spirit of learning, and encouraging critical thinking.

School principals with their leadership roles are very important in improving education quality management. In their role as school leaders, school principals are responsible for leading, managing, and improving the quality of education. In this increasingly complex world, effective management is key to achieving the goal of improving education.(Rahmadhani et al., 2023). The important thing that can affect the quality of education is in leadership and management quality. The presence of an educational institution will be carried out optimally if it has effective leadership and management quality. (Sutiadi et al., 2022). In the quality of education, leadership has a very important role and is a stakeholder. In this ever-evolving era, a participatory leadership approach has emerged

that in terms of decision-making or the implementation of educational programs, it always involves team members. This can affect increasing teacher motivation and engagement, improving the quality of teaching, and creating a thorough and effective learning environment. (Komara et al., 2023). on the basis of this phenomenon, this literature review was conducted for the purpose of identifying the role of participatory leadership in continuous education quality management innovation.

II. METHODS

In this study, the researcher uses a qualitative research method with a literature review approach. This method is used to review, evaluate, and synthesize the results of existing research and thinking. This method is also known as literature research or literature review. This research approach involves collecting and analyzing information from various literary sources such as books, journal articles, theses, and other documents. This method is carried out in order to gain a deep understanding of a topic or problem without collecting data directly from the field, but analyzing it through reading (Sabil, 2023).

III. RESULT AND DISCUSSION

A. Concept of Education Quality Management

The concept of education quality management is a way to manage all educational resources in order to provide educational services that meet or exceed the needs of customers, in this case students.(Tahir et al., 2024). The international standardization body that deals with standardization issues for goods and services or commonly called ISO provides eight principles in improving the quality of education (Asy'ari et al., 2017), which are as follows:

1. Focus on the customer. Every organization must understand the needs of its customers both now and in the future, organizations must understand customer needs and always strive to exceed customer desires. In this case, the school must provide the best service to students.
2. Leadership. A leader must be able to develop a vision and mission in order to achieve organizational goals, besides that leaders must also create and maintain an internal environment so that everyone can be involved in achieving organizational goals.
3. Involve everyone. All members in the organization together carry out their duties in accordance with their work in order to benefit the organization.
4. Process approach. The desired results will be more efficient and effective if all activities can be understood and managed as a process.
5. System approach in management. Emphasizing the importance of identifying, understanding, and managing related processes as a system unit. This approach increases the effectiveness and efficiency of the organization in achieving its goals, by maximizing the role of each subsystem that contributes to the final outcome.
6. Continuous improvement. Successful organizations have a focus on a systematic process of implementing improvements to meet the organization's policies and goals.
7. Evidence-based decision-making. Effective decisions are decisions based on the analysis of data and information to eliminate the root cause of the problem so that the problem can be solved appropriately.
8. Relationship management. A mutually beneficial relationship is needed to improve the ability to create added value for the organization, for that the organization needs to establish relationships with other parties as suppliers.

B. Innovation in Education Quality Management

Innovation comes from the Latin word *innovation* which means renewal and change. The verb *innovo* which means to renew and change. So innovation is a new change in the direction of improvement and planning (not by chance) (Rusdiana, 2014). Educational Innovation is a new change that is different from the previous one and is deliberately sought to improve the ability to achieve a certain goal in education. In short, innovation is basically a tool, method, idea, or process that can help students and educators to improve their performance in the learning process (Sutikno, 2021). Systematically, the direction of Indonesia's educational innovation goals is: (Putra et al., 2021).

1. Striving to realize an education system that is in line with the times through continuous development in the field of technology and knowledge.
2. Providing quality services and insights to every level of society in a commitment to be fair and open.
3. Maintaining and enriching cultural education in Indonesia so that the education process can achieve strengthening a sense of nationalism, strengthening the country's identity, and creating interesting learning for students.

In this rapidly evolving digital era, technology has changed various aspects of life including education. This encourages the use of media in innovative and interactive learning to increase learning efficiency in accordance with the needs of people who are getting closer to technology. With students who are familiar with technology, interactive media has the potential to increase student motivation in a more enjoyable learning experience (Sutikno, 2021). According to I Ketut Gede Darma Putra (2002) in (Sutikno, 2021) There are various information technology-based learning media such as the internet, intranet, mobile phone, and flash disk. But not all of them continue to be used to this day, such as flash drives that have been replaced by google drives, the internet that is

more reliable than before, even computers that have had their heyday have now been replaced by laptops that can be carried everywhere. Now there are many features that can be used in education such as google or youtube that can display material in audio, visual, and audio-visual online.With such rapid developments, especially in technology, it can encourage Educational Institutions to continue to innovate by aligning developing technology with learning so that students can have a more enjoyable learning experience.

C. **Participatory Leadership**

The concept of participatory leadership is an approach in which leaders collaborate with subordinates with better enthusiasm and motivation (Prasetyo, 2022). In participatory leadership, the role of the leader is as a mediator of organizational improvement, involving members in decision-making and providing space for advice and consideration. In this leadership style, emphasis is placed on the relationship between superiors and subordinates. To give birth to involvement between superiors and subordinates, superiors must provide an attitude of tolerance and instill an attitude of trust in their subordinates. In order for this to be carried out, it must involve all members of the organization in decision-making and goal setting. Participatory leadership is characterized by (Masruhin & Raudhoh, 2022) as follows;

1. Leaders provide high support and less direction.
2. The position of control of solving a problem and decision-making is held in turn between the leader and subordinates.
3. Improve two-way communication.
4. Subordinates are actively listened to by the leader.
5. Problem-solving and decision-making Most of the subordinate responsibilities.

This participatory theory emphasizes the importance of team member participation in decision-making and problem solving. In this approach, leaders provide space for their members in the decision-making process, provide input, share ideas, and participate in collective decisions. In addition to providing space in decision-making, this participatory leadership style can also increase morale, job satisfaction, and improve team member performance (Sarta et al., 2023). The role of communication in participatory leadership is very important and must be mastered by organizational leaders. Leaders in decision-making are more about giving a lighter to members so that members can be encouraged to speak, contribute, and be enthusiastic in providing ideas (Halimatusha'diah & Rajabi, 2023). That way, leaders can know the speaking style and word choice of their members and can determine the effectiveness of the communication carried out whether it is easy to understand and can influence others or not. Good communication can strengthen members' commitment to the organization. Members will also feel satisfied and valued because they can express ideas, thoughts, feelings, input or suggestions, and be involved in decision-making. In Educational Institutions, this leadership style involves contributions and perspectives from various stakeholders such as teachers, administrative staff, students, parents, and the surrounding community (Muhammad, 2023). Through active engagement, participatory management strengthens a sense of belonging, shared responsibility, interconnectedness of educational goals, policies, and practices among stakeholders. The success of the principal in managing the school is determined by two factors, namely: (1) the courage of the principal to do something new and take advantage of opportunities for the success of the school. (2) the effectiveness and efficiency achieved in moving the school organization led (Syahri et al., 2022). To meet these two factors, the sustainability of educational innovation.

D. **Continuous Innovation In Education**

The concept of sustainability is the ability to fulfill the construction of the present without giving up future rights. Sustainability has three principles, namely economic, social, and environmental (Yusuf & Prayogi, 2020).

1. Economic sustainability. The management of resources and economic activities so as to meet the needs of the current generation without releasing the needs of future generations. Examples include wise management of natural resources, investment in environmentally friendly technology, reduction of waste and carbon emissions, and the creation of sustainable jobs.
2. Social sustainability. Building a fair, comprehensive, and harmonious society by ensuring welfare for everyone, including future generations. For example, by reducing poverty, equal access to education, and health services.
3. Environmental sustainability. Focus on preserving ecosystems and natural resources so that they remain sustainable into the future by striving for pollution reduction and good waste management.

In contrast to Education, which in its innovation involves the introduction of new ideas, methods or tools in the world of education, the goal is to increase the quality and related to Education, as well as to be able to answer the challenges faced by the education system (Rusdiana, 2014). Innovation in Education is in the form of changes in the national education system, curriculum development, or new learning methods that are more open to student needs. This innovation involves activating teachers, because the success of an innovation is highly dependent on the implementation of teachers.

From the explanation above, it can be concluded that the concept of sustainability in educational innovation refers to the application of innovation that considers the principles of economic, social, and environmental sustainability. The application of economic sustainability to educational innovation includes, for example, efficient management of educational resources and investment in environmentally friendly educational technologies. This is to ensure that future generations still have access to quality educational

resources without compromising environmental or economic sustainability. Social sustainability in educational innovation focuses on building an inclusive and equitable education system. Through innovation, education can help achieve social well-being by providing equal access to education, increasing community participation, and creating a school environment that respects the rights of all parties. This includes ensuring that all learners, regardless of their background, have the same opportunity to acquire relevant knowledge and skills. From the perspective of environmental sustainability, educational innovation encourages practices that protect ecosystems, such as the use of environmentally friendly technologies and waste reduction in school environments. Educational programs that integrate environmental principles such as waste management and environmental awareness contribute to increasing environmental awareness among the younger generation. Sustainability in educational innovation, therefore, means implementing changes that not only address today's challenges, but also consider their impact on future generations and the wider environment.

So how does participatory leadership affect sustainable innovation? Participatory leadership influences sustainable innovation by motivating its members to discover new ideas that can lead to new uses. Leaders who can create an environment that encourages the creativity of their members can improve organizational performance (Kusumawati, 2024). Leadership influences innovation by creating an environment that encourages creativity, invites members to think broadly, and inspires members to come up with solutions with new ways of thinking. A leader who provides a clear vision, supports good communication, and establishes a culture of openness has a positive tendency to innovate (Sembiring et al., 2024). In addition, participatory leaders are often agents of change in driving discovery by encouraging creativity, motivation, and courage in the team. Participatory leadership can influence sustainable innovation by creating an environment that supports creativity and member engagement, so members feel encouraged to come up with new ideas that have the potential to produce innovation. This participatory leadership approach can increase the spirit, courage, and sense of family in the organization which can help the organization maintain excellence in a sustainable manner through new innovations.

IV. CONCLUSIONS

Education quality management is a way of managing educational resources in order to provide educational services that meet or exceed the needs of customers, in this case students. Seeing the rapid development of the times, it is necessary to have innovations that follow and are in line with the times so that the learning process is carried out more enjoyably. This focuses on educators so that they can follow the flow of the times that students go through so that students as customers can meet their needs. In this digital era, development is changing rapidly. The need for computers has changed to laptops, flash drives have been replaced by google drives, and even the internet is now becoming more reliable. This is one of the challenges faced by educators who must continue to follow every existing technological development, which encourages educational institutions to continue to innovate, adjust the development of technology with student learning. However, the innovations made must also have sustainability that can meet the current and future developments by fulfilling three principles, namely: economic, social, and environmental. To support the course of education in this era of rapid technological development, it is necessary to have a leadership role that has a participatory style, namely leaders who collaborate with their members for decision-making, problem-solving, providing input, and also sharing ideas. That way, members feel more appreciated and motivated in carrying out their goals, which is to continue to innovate sustainably in education.

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