

Conceptual Analysis of the Importance of Leadership Style in Educational Organizational Behavior

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ABSTRACT

Leadership style is a major factor that greatly influences the dynamics and performance of an organization. This article will explore in depth the importance of leadership style in organizational behavior. Through a conceptual analysis supported by various literature reviews, this article will explain how leadership style impacts job satisfaction, productivity, innovation, and organizational culture. In addition, this paper will also highlight the impact of leadership style on overall organizational success. The leadership style applied by a leader can affect various aspects of an organization, including work culture, employee motivation, and overall organizational effectiveness and performance. This article aims to explore the importance of leadership styles in organizational behavior through a literature review and conceptual analysis. The main focus is to identify various leadership styles, analyze their influence on organizational behavior, and provide recommendations for effective integration between leadership and organizational behavior.

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1. INTRODUCTION

Improving the quality of education can be improved through the role of leadership because leadership errors not only affect personnel arrangements but also inhibit other effective actions in solving more fundamental organizational problems. Latifah [1] explains that effective leadership can overcome structural barriers in an organization through adaptive strategies and appropriate influence. Another article states that competent leaders are able to allocate and optimize limited resources and improve ineffective procedures to improve organizational performance [2]. It is further stated that leadership is important (critical) in an organization and is complex so that it needs to be understood and studied in a coordinated manner so that it can be implemented effectively [3]. Thus, it can be concluded that improving the quality of education is highly dependent on effective leadership, because good leaders can overcome structural barriers, optimize resources, and improve ineffective procedures, thereby improving overall organizational performance. Conversely, errors in leadership can inhibit effective action and solving fundamental problems in the organization. Therefore, understanding and studying

coordinated leadership is very important to achieve effectiveness in educational organizations. So it is only natural that a leader has his own leadership style.

This leadership style is defined as the behavior applied by a leader to influence others. Therefore, leadership has a significant impact on employee performance in achieving organizational goals and objectives, including educational organizations. This greatly affects the characteristics of individual leadership that is able to provide direction in accordance with organizational goals. Therefore, leadership will affect employee performance in achieving organizational goals and objectives. This greatly impacts the leadership characteristics of a person who is able to provide direction in accordance with organizational goals. A leader must integrate various skills, experiences, personalities, and motivations as a guide for employees in carrying out their activities to achieve goals [4]. In the context of organizational behavior, leadership style plays a very important role in adjusting the approach to the unique needs and situations of the organization. Situational leadership theory by [5] emphasizes that the effectiveness of leadership style depends greatly on how well leaders can adjust their style to the level of maturity and readiness of employees. Leaders who can adapt their style according to the needs of the team are more likely to succeed in motivating team members and achieving the desired goals. Therefore, understanding various leadership styles and how to apply them in an organizational context is very important to create a productive and harmonious work environment. Given the importance of the role of leadership style in organizational behavior, the author is then interested in conducting a conceptual analysis supported by various appropriate literature so that it is not only beneficial for the author but also reaches readers more widely.

2. METHOD

This article is written using the conceptual analysis method (Concept Analysis) as stated by [6] that concept analysis is the identification of the main concepts to be taught and arranging them systematically and linking one concept to other relevant concepts, thus forming relationships between concepts. Furthermore, Kimberly Neuendorf in 2022 in her book "The Content Analysis Guidebook," defines content analysis as a method used to identify, code, and count the occurrences of words, themes, or concepts in a text. Based on this definition, this article identifies the main concepts that are relevant to the topic being discussed. After that, the concepts are systematically arranged to map how they relate to each other and contribute to a broader understanding. This process allows the author to connect individual concepts into a larger conceptual network, creating logical and coherent relationships. The overall approach used in this article ensures that the writing not only presents information descriptively, but also analytically, providing rich and detailed insights into the subject being studied. In this way, readers can better understand the key concepts and see how they relate to each other in a broader context, resulting in a more comprehensive and in-depth understanding of leadership styles on educational organizational behavior.

3. RESULTS AND DISCUSSION

3.1 Leadership Style

Leadership is always closely related to management so that the success of an organization in achieving its goals is highly dependent on the active role of its leader. In an organization, leadership is expected to provide excellence so that the organization remains alive and growing. Leaders have various styles in influencing and directing employees to work together to achieve organizational goals through the implementation of predetermined tasks; because each organization faces different problems, leaders must be able to apply varying leadership styles according to the goals they want to achieve. In this regard, Pamudji [7] stated that leadership is an "art" to align the mindset or perception of each member in achieving organizational goals. One important aspect of leadership is the characteristics of effective leadership, integrity, clear vision, communication skills, courage in making the right decisions [8].

Leadership is a field of research and is an easy skill that includes the ability of an individual or organization to "lead" an organization. A Christie et.al [9] stated that leadership style is a behavioral norm used by someone when that person tries to influence the behavior of others or subordinates. In addition, leadership style is a way for a leader to influence the behavior of subordinates, so that they are willing to cooperate and work productively to achieve organizational goals [10].

Based on several definitions of leadership style above, it can be concluded that leadership style is a person's ability to direct, influence, encourage and control other people or subordinates to be able to do something consciously and voluntarily in achieving a certain goal. A good leadership style will function as the main driver for the success of the organization, because it can strengthen internal communication, build trust, and create a conducive work environment for achieving organizational goals.

In the Path Goal Theory it is also stated that leaders can change their style or behavior to meet the demands of certain situations, for example when facing a new group of subordinates or a new project, leaders may behave directly in creating work procedures and explaining what to do. Leaders can use supportive behavior to increase group cohesion and foster positive values. After the group is accustomed to the task and when new problems are found, leaders can show cooperation to increase the motivation of group members. Organizational behavior is oriented towards abilities that can be used to encourage increasing performance. The application of a leadership style that is in accordance with the character of employees, work, and existing conditions can contribute greatly to improving employee performance.

In addition, effective leadership styles not only influence employee motivation and performance, but also play a significant role in managing change and conflict within the organization. Flexible and adaptive leaders can utilize different leadership styles to deal with changing situations and overcome emerging challenges, such as structural changes or complex team dynamics. For example, leaders who adopt a participatory approach can increase employee involvement and ownership of the change process, while a more directive leadership style may be necessary for crisis situations that require quick and clear decisions.

One, Trait Theory of Leadership focuses on the personal traits or characteristics that make someone an effective leader. For example, traits such as intelligence, self-confidence, and social skills are considered important in this theory. This theory began to be popular in the 19th century, especially through the works of historians and philosophers such as Thomas Carlyle. Carlyle, in his 1841 book *On Heroes, Hero-Worship, and The Heroic in History*, argued that world history is the result of the actions of great individuals who possessed extraordinary traits. According to him, these great leaders emerged in times of crisis and possessed special qualities that set them apart from ordinary people. Two, contingency leadership theory emerged in response to more prescriptive leadership approaches, such as transformational and transactional leadership theories. Some well-known contingency theories include Fiedler's Leadership Theory, Hersey-Blanchard's Situational Leadership Theory, and House's Path-Goal Leadership Model. This contingency leadership theory has developed well in the past few decades and remains relevant in the modern context. Recent research shows that this theory can be adapted to face contemporary challenges, such as technological change, globalization, and an increasingly dynamic work environment.

Three, a leadership theory that offers a different perspective from the character-based or traits-based leadership approach. While previous theories such as the "Character Leadership Theory" focus more on the innate nature and qualities of leaders. Action leadership theory focuses on leader behavior as the key to leadership effectiveness. This approach emerged in response to the traits theory which was considered to overemphasize the personal qualities of leaders without considering the context and their behavior in leadership situations. This theory is based on the premise that effective leaders can be determined not only by their character but also by their behavior in certain situations.

Four, servant leadership theory offers a different perspective from traditional leadership models by emphasizing the importance of serving subordinates as the core of effective leadership. Recent research shows that the principles of servant leadership are still very relevant in the contemporary context, both in facing the challenges of the digital era, improving employee well-being, and in creating an inclusive work environment. The application of this theory in practice shows that servant leadership is not only beneficial for individuals but also for the performance and success of the organization as a whole. As an evolving theory, servant leadership offers an approach that focuses on the values of humanity and service, which are essential in dealing with the complexity and dynamics of today's work world.

Five, this transformational leadership theory was introduced by James MacGregor Burns in 1978 and expanded by Bernard Bass in 1985. This theory emphasizes the importance of leaders who are able to inspire and transform subordinates to achieve common goals in a more comprehensive and impactful way. Transformational Leadership Theory focuses on the ability of leaders to change or transform subordinates by motivating them to reach their full potential and develop a greater commitment to a shared vision. Transformational leadership is also relevant in efforts to create an inclusive work environment. Transformational leaders can play a key role in building diversity and inclusion in the workplace. They found that leaders who inspire and encourage active participation can help overcome diversity challenges and create a more inclusive culture [11].

Six, this situational leadership theory proposes that there is no one leadership style that is most effective in all situations. Instead, leaders must adjust their style based on the level of readiness or maturity of their followers, which consists of two main dimensions, namely ability and motivation. The leadership styles recommended in this theory 15 include directive, coaching, supporting, and delegating. The application of situational leadership theory is becoming increasingly relevant due to increasingly complex and rapidly changing workplace dynamics. According to a study, situational leadership has been shown to be effective in a variety of different work environments, including in the digital era and remote work [5].

Seven, the theory of goal-attainment path leadership focuses on how leaders can help followers achieve their goals by providing appropriate support and removing obstacles they may face. House [12] suggests that leaders must do two main things to increase follower motivation and performance: establish a clear path to goal achievement and provide the support needed to overcome obstacles. There are three main leadership styles in this theory: directive style, supportive style, and participative style.

Eight, the theory of attribution in Leadership focuses on how leaders and followers interpret the results of their actions. Attribution is the process by which individuals determine the causes of the results of their actions and those of others, which then influences their motivation and response [13].

Thus, understanding how to manage various leadership styles in various situations can improve an organization's ability to adapt and thrive in a changing environment, for that reason the description of the importance of leadership style to organizational behavior in the following discussion.

Organizational behavior is learning about an individual's nature or characteristics that are created in an organizational environment. This is due to differences in the characteristics of each individual, so organizational behavior is useful for knowing the nature of individuals in performing. Understanding organizational behavior will be useful in overcoming problems that arise in the organizational environment.

Organizational behavior will have a direct impact on how individuals and groups in the organization interact, work, and achieve goals. Understanding the factors that influence organizational behavior, its impact on performance, and strategies to improve it is essential to creating a positive and productive work environment. Factors that influence organizational behavior include various elements that shape how individuals behave in an organization. Factors such as cleanliness, lighting, ventilation, noise levels, nature of work, and number of people present can have a significant impact on employee

behavior. In addition, understanding individual and group dynamics, including communication, decision making, motivation, and job satisfaction, is essential for effective organizational behavior management. In addition, the management style applied by leaders, whether authoritative or democratic, plays an important role in influencing employee motivation and satisfaction.

To understand this organizational behavior, the basic step that must be done first is to understand the basic concept of the organization itself. There are several views from experts on organizational theory, namely: a) Theory X and Y by Douglas McGregor which explains two basic paradigms of managers towards their employees. Theory X assumes that employees are inherently lazy and require close supervision, while Theory Y argues that employees are intrinsically motivated to work and take responsibility. This theory emphasizes the importance of leadership styles that are tailored to managers' beliefs about the nature of their employees, b) System theory by Daniel Katz and Robert L. Kahn which views organizations as systems consisting of various interrelated and dependent subsystems so that any change in one part of the organization can have a broad impact on the entire system, c) Contingency theory by Joan Woodward, James D. Thompson which emphasizes that there is no one management method that can be applied to all situations. The structure and strategy of the organization must be adjusted to the specific conditions and unique external environment. This means that managers must be flexible and able to adjust their approach based on the situation at hand, d) Organizational learning theory by Peter Senge which claims that successful organizations are those that are able to continue to learn and adapt to change. This theory emphasizes the importance of innovation, continuous learning, and collaboration within the organization, e) Weick's theory by Karl Weick which emphasizes the importance of understanding how individuals in the organization interact and process information. Organizations are the result of ongoing social and communication processes, f) Behavioral theory by Chester Barnard which views organizations as a system of cooperation between people through effective communication and cooperation to achieve organizational goals.

So organizational behavior can then be translated as the application of knowledge about how people act in organizations. In an organization there is a social system that includes various aspects such as public, business, social and others. For example, PSSI (All Indonesia Football Association) as an organization engaged in the field of football is not only focused on one aspect of study, namely football. Other fields must also be studied to advance the organization and achieve its goals of advancing Indonesian football. The aspects studied include business aspects, public, etc. You might ask, "What is the relationship between football and business?" In today's era, sports, especially football, are related to business aspects, for example television broadcasting rights, sponsorship advertisements that can generate income. Then what is the relationship with social? In the business aspect, society is the market. While in the field of sports, society is a supporting factor where society itself is part of society. Based on the discussion above, it can be seen that leadership style and organizational behavior are important aspects that influence the dynamics and effectiveness of work in an organization. Transformational leadership style, for example, has a positive impact by inspiring and motivating employees to achieve higher goals. Transformational leaders encourage innovation and creativity, increase job satisfaction, and strengthen commitment to the organization. This is reflected in an inclusive and collaborative organizational culture, where every member feels valued and encouraged to contribute to their full potential.

In contrast, a transactional leadership style that focuses more on rewards and punishments can influence organizational behavior in a more mechanical and task-oriented manner. While this style is effective in certain situations that require compliance and quick results, it can stifle employees' intrinsic motivation and creativity in the long run. Autocratic leadership, which tends to be rigid and hierarchical, can create a work environment that is less flexible and reduces a sense of ownership among team members.

A participative leadership style, where leaders involve employees in the decision-making process, often improves communication and interpersonal relationships. This encourages teamwork and creates a positive work atmosphere. Leaders who are supportive and open to employee input can resolve conflict more effectively and build strong trust within the team.

In addition, the organizational learning theory introduced by Peter Senge emphasizes the importance of leadership in building a culture of learning and adaptation. Leaders who encourage continuous learning and innovation help organizations adapt to change and maintain competitiveness. Thus, the right leadership style not only affects individual performance but also the overall effectiveness and success of the organization.

References from the latest leadership theories emphasize that flexible and adaptive leaders are able to adjust their style to the specific needs and conditions of the organization. A successful leadership style is one that can inspire, motivate, and empower employees, as well as create a dynamic and productive work environment. Therefore, a deep understanding of the relationship between leadership style and organizational behavior is essential for the development and success of organizations in the modern era.

4. CONCLUSION

The results of the author's conceptual analysis of the importance of leadership style in educational organizational behavior indicate that effective leadership style plays an important role in shaping individual behavior and organizational culture. Transformational and participative leadership styles, which emphasize inspiration, motivation, and involvement, have been shown to improve the performance, satisfaction, and commitment of educational staff. Conversely, an overly autocratic leadership style can hinder innovation and lower morale. Therefore, educational leaders need to adopt an adaptive and supportive leadership style to achieve a productive and harmonious educational environment.

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