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## The Concept of Development of Organizational Behavior and Leadership

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### Abstrak

Tujuan artikel ini adalah untuk membahas evolusi budaya organisasi dan kepemimpinan melalui lensa studi kasus, atau kajian pustaka, yang mengacu pada kerangka teoritis yang relevan untuk isu-isu yang ada dan melakukan penelitian terfokus dan berbasis literatur mengenai konsep-konsep tersebut dan kerangka kerja. Perubahan organisasi dapat dipahami dengan menelusuri asal usul, pertumbuhan, dan evolusinya; demikian pula, struktur, proses, dan nilai dari sistem yang dikembangkan secara kolaboratif dapat dipelajari dan disesuaikan agar sesuai dengan kebutuhan konteks di mana sistem tersebut digunakan; akhirnya, kepemimpinan dapat disimpulkan dari hasil analisis tersebut.

Kata Kunci: *Perilaku, Organisasi, Kepemimpinan*

### Abstract

The purpose of this article is to discuss the evolution of organizational culture and leadership through the lens of a case study or literature review, that draws on relevant theoretical frameworks for the issues at hand and conducts focused, literature-based research on those concepts and frameworks. Organizational change can be understood by tracing its origins, growth, and evolution; similarly, the structure, processes, and value of a collaboratively developed system can be learned from and adapted to fit the needs of the context in which they are employed; finally, leadership can be deduced from the results of such an analysis.

Keywords: *Behavior, Organization, Leadership*

## INTRODUCTION

Understanding organizational behavior and leadership development is essential for individuals and businesses (Fauzan, 2023). It provides insight into how people interact within an organization and how influential leaders can drive positive change. By studying this field,

individuals can better understand the factors influencing employee motivation, team dynamics, and overall organizational success (Yusa and Rananda, 2019). It also helps pinpoint problem areas and provide solutions to enhance leadership abilities and create a good work environment. A solid understanding of organizational behavior and Leadership development can lead to better decision-making, increased productivity, and more harmonious and prosperous work (Tampubolon, 2016).

The development of organizational behavior and Leadership is that people who participate in the collection of the Organization can work and contribute to each other to achieve goals as expected because the Organization is a collection of several people. It can be said that the group that exists for everyone or groups in an organization certainly has their own goals and views from their work in the Organization. They vie with one another to further their own goals inside the Group (Fitri, 2018).

By understanding how individuals and teams function within an organization, leaders can identify the best ways to leverage their strengths and address any weaknesses (Soliha and Hersugondo, 2018). This can result in more effective communication, collaboration, and problem-solving. A strong focus on organizational behavior and leadership development can create a work environment where employees feel valued and motivated, increasing job satisfaction and overall organizational success (Newman and Ford, 2021).

Leadership is a central point in management discussions, primarily in organizations that are not yet established (Feska Ajepri, 2016; Latifa, 2021). The stability of the Organization is seen from the completeness of the system that regulates management implementation procedures, especially for repetitive and routine matters. Repetitive and routine daily work and operational activities should be based on SOP (standard operating procedure) (Lora, 2019).

Organization and Leadership are two things that are interrelated because if there is an organization, there must be someone who leads and directs to achieve common goals expected by everyone who joins the Organization (Mahmudah, 2015). Therefore, this paper discusses matters related to organizational behavior and Leadership development.

## RESEARCH METHODS

A literature review or research is conducted, which includes theories pertinent to the issues at hand. The research provides an explanation of the underlying ideas and theories by referencing previously published books and scholarly publications. A literature review builds concepts or theories that are the basis of study in a study (Sujarweni, 2014). This

method is carried out to describe, analyze, and study the Concept of Development of Organizational Behavior and Leadership.

## RESULTS AND DISCUSSION

As for knowing more clearly and precisely about the Concept of Development of Organizational Behavior and Leadership, these things will be described as follows:

### Basic Concepts of Organizational Behavior and Leadership

#### 1. Basic Concepts of Organizational Behavior

In such a complex world, so are human problems that are constantly evolving. Humans cannot live alone to meet the needs of their lives, so to meet the needs of their lives, humans form a group or Organization, regardless of the name of the Organization. The main characteristic of human civilization in a society is its involvement in a particular organization. As a result, people are the most reliable members of any group. Human actions inside an organization serve as its conceptual ground zero (Rivai et al., 2007). Conceptually, two restrictions need to be expressed concerning organizations, namely the word "Organization" as a noun and "Organizing" as a verb that suggests a set of tasks that must be carried out methodically.

According to Baharuddin in his book, the Organization is a place to establish good cooperation between individuals. It is even said that organizations have long been known by humans and even emerged since the first humans existed (Baharuddin, 2012). In addition, Organization is an effort to facilitate fulfilling needs by forming cooperative relationships by creating groups. The goal of human effort will be more easily achieved and obtained together than alone (Rivai et al., 2007). The Organization, then, is a meeting place where people may come together to accomplish goals that no one person could ever hope to accomplish alone. An organization is a coordinated unit consisting of at least two people to achieve a specific goal or set.

A well-run organization has a well-thought-out structure and strategy, and its members work and connect to one another in a manner that is collaborative, goal-oriented, and productive (Burhanuddin, 2016). Based on the description above, it can be said that the Organization is a container of a process of determining, grouping, and compiling various kinds of activities by involving people who are members of the Organization to achieve specific goals.

Human behavior in organizations is the subject of organizational behavior. The impact of the Organization on people, as well as people's impact on the Organization, may be taken into account. The purpose of this research is to identify the role that people play in

the success of business initiatives (Rivai et al., 2007). To that end, researchers in the discipline of organizational behavior explore how factors such as individual traits, group dynamics, and organizational structure affect organizational behavior (Maulana, 2010). In addition, in organizational behavior, there is interaction and link between the Organization on the one hand and individual behavior on the other. This serves a useful function by encouraging individuals to work together to accomplish organizational objectives. Thus, we may define organizational behavior as the way in which the members of an organization influence one another to achieve the group's objectives.

## 2. Basic Leadership Concepts

The word "leader" originates from the root "lead." To "lead" is to steer, encourage, organize, guide, demonstrate, and exert influence. Thus, the leader is the one who motivates others to strive toward a common objective. To lead is to exert influence, to set organizational priorities, and to inspire one's followers to act in ways that forward those priorities (Nugroho et al., 2021). Leadership, from the Latin word for "leader," is the source of the English term "leader." It's the leader, not the position, who does the leading. Leadership, in its etymological core, means "to lead," suggesting a connection between the two concepts. The verb "to lead," which implies "to steer," derives from lead (Mukti, 2018).

In terms of Leadership, a person can convince others to be invited to carry out his will or ideas voluntarily. Leadership is also said to be the ability and readiness for a leader to know, guide, direct, and move others so that they want to work to achieve the same goals (Juhji et al., 2020). Leadership is an expertise in influencing individuals or groups to obtain a vision or goal. As in formal organizations, this impact can be formally given by leaders who have held positions in the Organization, so their subordinates must obey and implement them (Latifa, 2021). The term "leadership" refers to the multifaceted process by which an individual encourages his or her followers to carry out the Organization's overarching vision, goal, and duties or objectives. Using his leadership traits, such as his convictions, values, ethics, character, expertise, and knowledge, a leader may do this (Syahril, 2019).

Leadership may be described as an attempt or process to identify organizational objectives, drive follower behavior to accomplish goals and develop the group and its culture. The ability to move and influence others is one possible interpretation or understanding. Therefore, leadership might be defined as the art of getting others to do something against their will (Rivai et al., 2007). Therefore, given the definition above, it can be argued that it is an endeavor to influence, encourage, and organize such that others

desire to be welcomed to work together to accomplish shared objectives. To effectively mobilize an organization's existing resources and tools, leadership is defined as the full authority and concerted effort to do so (Sumidjo, 2012).

Leadership may be seen of as the process by which an organization's objectives are established, the conduct of its followers is inspired to work toward those objectives, and the group's culture is influenced for the better. At times, it's seen as the ability to move and influence others (Rivai et al., 2007). Thus, Leadership can be said to be a means of persuading people to be willing to do something willingly or joyfully. Therefore, from the description above, it can be said that the Leadership above is concluded that Leadership is an effort to influence, motivate, and organize so that others will be invited to work together to achieve common goals.

Based on the descriptions above obtained from some literature, it can be concluded that Leadership is derived from the word "lead," which means there are people who become leaders, both from the leaders of an agency, dreams from the community, leaders of educational institutions and so on which are indeed found in many lives around. Leadership is a skill that everyone possesses. A leader is undoubtedly used as a leader because he has abilities not necessarily possessed by his subordinates. Therefore, becoming a leader requires expertise from within the leader himself, such as the ability to solve a problem in his place to lead, make a decision based on various considerations proposed by his subordinates or existing considerations of a situation, and so on. Things like that are usually faced by a leader in leading an organization, agency, educational institution, community scope, and so on.

#### Development of Organizational Behavior and Leadership

The behavior or attitude of the diverse people in the Organization is studied to find solutions on how management can manage the Organization effectively. Robbins and Judge explain the topic of organizational behavior and how it seeks to increase organizational efficiency by studying the effects of people, groups, and structures on organizational behavior. The study of organizational behavior focuses on three main factors: people, teams, and organizational frameworks (Supartha and Sintaasih, 2017). Organizational behavior applies knowledge about behavior associated with work activities and work outcomes of organizational members. Organizational behavior and attitudes are needed to achieve maximum work results from all members of an organization, and organizational behavior is used by the people in it to apply the knowledge they get.

Some members of the Organization cooperate with one another to further its aims. Leadership is required to guide and organize these individuals. Managerial responsibilities,

which fall under the umbrella of leadership, include inspiring and guiding staff, deciding on the best means of communication, and mediating disputes (Alfiyanto et al., 2021). The function of Leadership can also be said to be the process of influencing the habits of others to achieve organizational goals. This can include communication about job duties to employees and methods for completing those tasks. Also included in this function is the attitude of the leader, who is used as a role model for employees. Therefore, the leader's attitude must be consistent and aligned with the organizational plan (Burhanuddin, 2016).

For leaders, studying organizational behavior can help improve, encourage, or change work behavior, both individuals, groups, and the Organization as a whole so that the Organization can achieve the goals that have been set. Therefore, it can be said that organizational behavior is very focused on the "Human Side of Management." Hence, the approach of this management field is behavioral (Behavioral approach to management). The information obtained by researching organizational behavior may help managers identify issues, understand how to remedy them, and know that change will make a difference utilizing a behavioral approach.

Good management by experienced leaders can make an organization successful. However, basic management skills are insufficient to succeed in this competitive world. It takes excellent and practical leadership skills to create, encourage, and promote a strong company culture to succeed. Managers are usually understood as leaders. Not all managers can be leaders, even though a leader is a manager. Therefore, leadership skills are essential to increase efficiency and achieve organizational goals (Badu and Djafri, n.d.) Some things should be considered in leading an organization, which are as follows:

1. The efficacy of a leader depends not on their position in the organization but on how well they are received by the group.
2. The efficacy of leadership may be shown in how it evolves throughout time.
3. Third, the ability to "read" events well is crucial for successful leadership.
4. Fourth, maturation shapes one's character and influences their actions.
5. A dynamic and harmonious organizational life may be achieved when members are able to adapt their ideas and behavior to the needs of the group.

In addition, the leader is a person who can move his followers where he does not work alone but requires other components in Leadership, namely:

1. A leader, that is, a person who can move followers to achieve organizational goals. Leaders must have high vision, spirit, character, integrity, and capability.
2. The ability to mobilize is how leaders move their followers to achieve organizational goals.

3. Followers, that is, people who are under the authority or position of a leader.
4. A good goal, that is, what the Organization wants to achieve.
5. Organization, which is the container or place where Leadership is located.

Leadership has three kinds of theories: trait, behavioral, and contingency. The following are explanations of leadership theories including:

1. Trait Theory

According to the genetic characteristic idea, leaders are not made but born. According to this view, a leader may be identified and evaluated at an early age by their innate characteristics (Nurhayati, 2012). The characteristics that successful leaders share help to define leadership. According to this theory, a leader's success depends on his or her intrinsic physical, social, intellectual, and/or inclinational attributes (Widyani, 2021). Trait theory focuses more on individual personal qualities and characteristics. The search for leaders based on trait theory is the search for leaders based on personality, intellectual capacity, and social capacity, which is then used as a distinction between leaders and those who are not.

2. Behavioral Theory

Effective leaders, according to this view, can distribute work, keep their subordinates informed, and inspire them to do their best. One may acquire the skills necessary to become an effective leader, as this idea posits. An individual's potential for leadership may be developed by exposure to the actions of successful leaders or through personal experience (Widyani, 2021). Judging from the keywords, the critical behavior theory is the assumption that these people can be trained to be leaders. A leader can organize and place people in the Organization in the structural work system.

3. Teori Kontingensi

Contingency theory is a school of management that emphasizes certain situations or conditions (Zulaihah, 2017). Effective group performance depends on the proper fit between leaders and subordinates.

## Organizational Behavior and Leadership

Behavior is a product of interaction between a person and his environment, and this implies that an individual with his environment controls the behavior of both directly. The individual contributes his skills, opinions, hopes, and requirements to the team. These are all traits that people have in common and which they will bring with them into the Organization. The field of research known as "organizational behavior" examines several facets of human conduct as they pertain to work settings (Amrullah et al., 2020).

Organizational behavior can be understood by examining how organizations originate, grow, and develop and how a system's structures, processes, and values grow together, allowing them to be learned and adapted to the environment.

Other factors, such as the economy, are not internal to the Organization but rather external factors (Ardyansyah et al., 2023). Strategic management science (strategic management) examines a variety of factors, including political, social, technical, demographic, and so on. These extraneous elements do have an impact on the Organization's ability to carry out its vision and purpose, but they will not be examined within the framework of organizational behavior science (Yulistria, 2012). Leaders are essential for steering an organization in the right direction because "leadership" is the practice of persuading followers to act in ways that align with the leader's own values and priorities so that everyone works toward a common goal. Effective leadership involves steering a group toward a shared objective.

A person is said to be a leader if he can influence others to achieve specific goals, even though there are no formal ties in the Organization. Leadership will arise anywhere, provided that there are the following elements: 1) The existence of people influenced; 2) The presence of influencers; 3) The influencing person leads to achieving a goal. Better leadership performance occurs if leaders can carry out one or a combination of these four ways (Laliana and Hermawan, 2020; Suhaimi and Khalik, 2018):

1. Provide insight and awareness of the mission, arouse pride, and foster respect and trust in subordinates.
2. Foster high expectations through symbols to focus efforts and communicate essential goals.
3. Increase intelligence, rationality, and careful problem-solving.
4. Paying attention to, coaching, guiding, and training each person specifically and personally, such leaders will be regarded by their peers or subordinates as compelling and fulfilling leaders.

Individual actions inside an organization combine to establish the organization's overall behavior. Individual behavior is a focus of or a component of the study of organizational behavior issues. As a result, it's clear that the study of organizational behavior science is restricted to the inside workings of businesses. As such, some of the elements, components, or sub-systems of organizational behavior science include: motivation, Leadership, stress and conflict, career coaching, reward system problems, communication relationships, problem-solving and decision-making, productivity and performance, satisfaction, coaching and organizational development, etc.

## CONCLUSION

Organizational behavior and Leadership are two things that are undoubtedly interrelated between one and the other. In an organization, there is a need for a leader to manage the course of an organization because Leadership is the art of influencing human behavior and the ability to control people in the Organization so that their behavior is the behavior desired by the leader of the Organization to work towards a specific goal that is desired together. For leaders, studying organizational behavior can help improve, encourage, or change work behavior, both individuals, groups, and the Organization as a whole so that the Organization can achieve the goals that have been set. In contrast, organizational behavior can be understood by examining how the Organization began, grew, and developed and how a system's structure, process, and value grow together, allowing them to be learned and adapted to the environment.

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