

## **A LEADERSHIP DESIGN AND ORGANIZATIONAL BEHAVIOR OF THE GLOBALIZATION ERA**

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### **Abstract**

The era of globalization really needs reliable leaders, through their leadership they can organize properly an institution / government / school / college. Leadership from a leader is needed to control, improve, motivate and carry out activities in the organization. Many of the changes that occur in the organization are a form of joint commitment of leaders in the organization, who pay attention to the principles, structure and organizational design that are well tuned . The method of writing this article is through literature review , which is obtained through reference book data and a collection of journals. The purpose of writing this article is to inform the importance of principles, structure and data .essays Leadership and organizational behavior .

### **1.Introduction**

The era of globalization is very important to form an individual whose leadership is not only proficient in technology but requires intelligence in behavior. Organizational behavior is very much determined by a leader who has principles and foundations; best ethics, attitude, personality and skills.

According to Kartono. ( 2014 ) that a leader is an individual who plays a role in the organization, with his leadership able to manage the organization through the management function, namely; planning, organizing, mobilizing and controlling the running of the wheels of the organization, so that the results carried out through the management function are a form of one's leadership in their activities in the organization ( Winardi; 2007 )

Until now the leadership of a leader is needed to improve, motivate and carry out activities within the organization. Many of the changes that occur in the organization are part of the real form of the work of the leader, changes in the mindset and life patterns of organizational members, which can have an impact on the work patterns of all elements of the organization, both inside and outside the organization. Leaders who have good vision and mission goals will create the best work harmony and organizational results. Even a good leader will foster the love of all organizations for their leaders, this can be felt by organizations in the form of attention, acceptance and even leaders can improve the welfare of all organizations, because leaders can meet the needs of all elements of the organization. Some things that can be done by leaders in their leadership are with leadership that can direct all elements of the organization to actively participate to feel ownership, organize and manage an organizational structure such as their own home, so that every element in the organization will come together to innovate to develop themselves and well-organized and well-organized organization.

Organizations will develop rapidly because of the large number of human groups who carry out revolutions in innovating on a large scale in the context of developing their organizational groups. All of that will be done with the existence of a governing system, because that is what advances the organization through organizational ethics and systemized administrative order through the way leaders carry out their leadership in organizations ( Thoha, M. 2004 ) .

The word organization has long been known in life, maybe even since the existence of humans. Humans as social beings always need help from others in their lives. For this reason, humans need to work together and to be able to work well, every human being needs a container called an organization. An organization can be said to work well, because in the framework of building organizational relationships, which lead to the ultimate goal of the organization, through organizational goals as a common goal. Therefore it can be said that an organization is a structured process where each individual interacts with each other for various purposes of achieving the final organization that is progressive and committed together.

In a structured organization, of course, a leader who influences members in achieving the goals of the organization is needed, so the leader must pay attention to the role through the dominant principles , structure and design in an organization. This dominant role can affect systems and security, the quality of work life and especially the level of achievement of an organization. As stated in Handoko (2003) that leaders also play a critical role in helping organizational groups or communities to achieve organizational goals . This is also in line as stated by Djafri (200 14:23) that a good organization is born from effective leadership.

Organizations will not run ideally if they are only formed instantly without going through stages and designs that are in accordance with the goals of the organization being built, so by doing these thoughts the authors can contribute knowledge through this paper in terms of "Organizational

Leadership Design and Behavior "; whose studies are focused on; Implementation of Leadership Principles, Structure and Design in Organizations.

## 2.Theoretical Review

According to Wahab ( 2008 ) , that ; Leadership in the principle of organization is very important, of course we cannot arbitrarily carry out activities, of course all must have operational rules and standards and procedures that are enforced, for that it is necessary to have principles in organization because the understanding of organizational principles is a guideline that should be implemented as far as possible so that obtained a good organizational structure , and organizational activities can run smoothly. The role of principles in an organization consists of 3 roles, namely: 1) guidelines for forming a healthy and efficient organizational structure, 2) guidelines for carrying out organizational activities in order to run smoothly.

The organizational structure is a chart / framework that is thought of by the leader / manager / chairperson to divide and coordinate the activities of an organization member. S structures are at an organization is the means used to share, organize, and coordinate the activities of the organization. The process that must be passed in order to determine the division of labor and coordination is known as an organizational design ( Wisn u UR, Dicky and Siti Nurhasanah; 2005 ) . Approach in Organizational Design consists of; 1) Classic approach . 2) A task-based approach to technology . 3) Environmental approach . 4) Mechanical . 5) Organization

## 3.Method

This research method is a research using literature study method or literature review. The literature review is a comprehensive overview of research that has been done on specific topics regarding Leadership Design and Organizational Behavior in the Age of Globalization; to show readers what is already known about the topic and what is not yet known, to seek rationale from research that has been done or for future research ideas (Denney & Tewksbury, 2013). Literature studies can be obtained from various sources including journals, books, documentation, internet and literature. The literature study method is a series of activities relating to the method of collecting library data, reading and taking notes, and managing writing materials . This type of writing is through a literature review study that focuses on the results of the source of writing studies related to the main topic . Technics Writer 's ; through literature studies, after determining the topic of writing and determining the focus of the study , before going into the field .

## 4.Discussion

### A. Implementation of Principles in Organizational Leadership

Organizational principles are important for management as a basis for helping carry out organizational functions, especially in compiling organizational structures, and in ensuring the smooth, effective and efficient implementation of organizational activities. For all elements of the organization ( employees or organizational officials ) , organizational principles become the guidelines for working / carrying out the work assigned to all elements of the organization (leaders and subordinates) with full responsibility in accordance with the given authority. There are 7 main principles that must be considered by every organization. The seven main principles are as follows:

**1 ) Clearly formulating objectives ;** Something that the organization wants to achieve should be clearly formulated and understood by every member and or person in the organization. So that in addition to being able to inspire everyone in carrying out their duties, the internal public may be able to contribute their ideas, creations to the actions or steps taken ; Which in turn will increase confidence, provide motivation in carrying out tasks. Because all organizations are included, given authority, and all organizations feel they have a role, they will always be moved to be able to take responsibility for the tasks assigned as best as possible.

**2) Division of Job Duties ;** The division of tasks is the involvement of two or more organizational elements who agree to collaborate, to achieve the desired goals together. A gar all organizations can carry out activities well, in a sense also to ease the burden on each side, it is necessary division of work tasks. Good distribution of tasks into units of the organization, into subunits, or up into units executing ( operating unit ) , the organization there will be no organizational entities with authorities, duties, powers, and responsibilities and relationships each other, where each official has a certain role in the environment as a whole. But it is not a blockage of duties and responsibilities. So in short it can be said, that the division of work tasks is an activity to divide work tasks, into certain units or into specific parts. And because organization in a philosophical sense is a manifestation of the human ability to work cooperatively, the tasks contained in the organization must be divided according to the abilities, expertise and talents of the people in the organization.

**3. Delegation of Power ;** Is the transfer of part of the right to take the necessary action, from a higher level official to a lower level official, or from one official to another who is equal in an organization. This transfer of power needs to be carried out, given that a person's abilities are limited. In the sense that with the predicate of one's existence, one is not unable to know all the things in the organization down to the smallest detail. Especially if the organization has such a large and complex task that must be carried out in order to realize its goals quickly and accurately. .

**4) Power Range ;** An organization is a collection of several people who have the title of leadership. Either the top level, middle level, or lower level leaders. They are said to be leaders, practically every leader has subordinates. Principles relating to determining the number of subordinates or responsibilities that must be under the supervision of an official are included in the definition of the range of power. Determining the right number of people or types of responsibilities that must be under the supervision of an official in order to be properly led is a difficult problem and must be resolved in organizations.

**5) Levels of Levels ;** Is the number of levels according to the position from top to bottom, in which each level there are officials with certain duties, powers and responsibilities. To determine the number of rank or hierarchy, should be considered truly reflects the style of the work , cultivated levels of the organization as short as possible, and thus likely to reduce bottlenecks in the process of distribution of power and responsibilities. A fact shows that the more levels means the more possible obstacles in the channeling of each policy. This level or hierarchy is closely related to the range of power.

**6) Unity of Orders and Responsibilities ;** In this organization we find sa surely masters the task force should be by the executor. Therefore, each implementer should only accept orders and responsibilities from superiors, and be carried out using firm communication. This means that all officers can find out who they receive orders from and to whom individual subordinates in the organization must be accountable for their work. Besides, this principle can avoid the possibility of twins and / or vacuum in the implementation of work, which is caused by the existence of a subordinate that can receive orders from more than one boss.

**7) Coordination;** Usually, in an organization, conditions are created in which there are aspects we do not want, such as chaos, strife, twinning and / or work vacancies, as a result of the work of connecting, integrating and harmonizing people and their work in a directed collaboration. In achieving predetermined goals , coordination between one another is needed.

#### **B. Design and Structure in Organizing**

Design and S structures are at the organization are two things that can not be separated. In this connection, some experts are adal ah Argyres N, Silverman B; (2004) who say that: organization design primarily concerned with determining an organization's structure. Typically structure is reflected in the organization chart. Formally we can identify four major components of the organization's structure: 1) I t describes the allocation of task and responsibilities to individuals and departments throughout the organization. 2) I t the sigmates formal reporting relationships, including the number of levels in the hierarchy and the span of control of managers. 3) I identified the grouping together of individuals into departments and grouping of departments into the total organizations. 4) I t includes the mechanism of coordination and integration of efforts. Another expert, Joseph J (2018) explains that " since managers makes decisions and otherwish carry out the management process they do design organization". Furthermore, it is also stated that good organizational design is inseparable from the value of organizational theory and IT assistance , in addition to obtaining good design impression, two things that must be taken into account are the availability of good information from any theory and practice.

Organizational design is the process of creating or constructing a structure carried out by managers or other parties authorized to create organizational structures. This creation process will include the following two aspects: (1) selecting a number of alternatives and (2) decision making. Based on the description , it can be formulated that organizational design is the decision-making process undertaken by managers to organizational structure with organizational strategies and the environment in which members of the organization implement the strategy. So organizational design requires managers to see both directions simultaneously, namely into and out of the organization. Another definition of organizational design is the process of deciding an adequate way to divide and coordinate organizational activities in view of the goals and strategic plans of an organization and the circumstances in which the plans are implemented. It should be remembered that designing an organizational structure can guide individual and group behavior in order to achieve high levels of production, efficiency, satisfaction, quality, flexibility, and development, in that the organizational structure reflects and contributes to the personal goals of managers at the cost of a systematic and managed organization. well

H an association design with structure ; The term structure often enters the territory of the organization, while is the development of a leader's mindset , which is coordinated with the work area of the leader of the other parts of the organization, this is something that is related to new employees or even people who are visiting for the first time. into an organization. Based on these

basic questions, structure can be considered as a way to get to know an organization. The door to the structure is the organizational chart. From the organizational chart you will see the framework of an organization. Organizational structure is defined as a framework thought by managers to divide and coordinate the activities of a member of the organization. S structures are at an organization is the means used to share, organize, and coordinate the activities of the organization. The process that must be passed in order to determine the division of labor and coordination is known as organizational design. M organizational structure is not an easy job. Therefore, although organizational structure is closely related to achieving organizational effectiveness, in most cases it does not happen. The fact is that often the organizational structure does not make a positive contribution to organizational performance because sometimes every leader / manager ignores training and information related to leadership , so that every leader tends to carry out leadership, in accordance with the achievement of goals, not to carry out the leadership process, so that every leader is not smart enough to design and implement a structure that can guide individual and group behavior in order to achieve high levels of production, efficiency, satisfaction, quality flexibility, and development of mutual satisfaction in the organization, but leaders are always focused on achieving the final goals of the organization , so that the organizational structure reflects and contributes on personal goals.

Based on this, then that must be considered when designing an organizational structure , which is several approaches in the design of the Organization;

**1) Classic approach ;** In seeking to discover the principles for creating an organizational structure that can be used in all situations, Max Weber, Frederick Taylor and Henry Fayol are major contributors to the classic approach to organizational design. An organization will be efficient and effective if it has a hierarchical structure. In that structure the actions of organizational members are guided by feelings of obligation to the organization and by rational rules and regulations ( Robbins, Stephen P; 2007 ) .

**2) A task-based approach to technology ;** The organizational design technology task approach emerged in the 60s until now continues to develop . Based on the research of John Woodward and his colleagues who found that an organizational technology task affects the structure and success of leadership in designing the organization , the following is an explanation:

**a)** The more complex the technology, the greater the number of managers and managerial levels. In other words, complex technology causes a high organizational structure because it requires more coordination and supervision.

**b)** Regarding the management range, it was found that in the section that required high skills, generally the management range was narrow due to the formation of a small work group.

**c)** If the technology complexity of the company increases, the administrative staff also increases because the manager needs help with administrative work so that he (manager) can focus on specific tasks.

**3) Environmental approach ;** By Tom Burns and GM Stalker who enter into an organizational environment design. Burns and Stalker distinguish between two systems, namely mechanical and organic.

**4) Mechanical Approach ;** Approach Mechanical structures such as machines. Functionalization is divided based on a clear chain of command. There is a clear definition of tasks and work. Interaction and communication based on vertical lines. And especially from top to bottom. Generally in a stable environment where each member of the organization may continue to carry out the same task.

**5) Organizational Approach ;** Forms of organization are usually more open and flexible. Information communication flows more freely and is not limited by hierarchical authority structures. The task is also not as explicitly defined as a mechanical form. Decision-making also appears to be more divided and decentralized. These five approaches are very important, can be used by leaders in their leadership in the Globalization Era (Hermindo; 2014) , together with one another, but can also be chosen according to their needs, seeing their effectiveness, they all work together with one another .

## 5. Conclusion

**Implementation of Principles in Organizational Leadership,** namely; consists of a) Clear Objectives Formulation b) Distribution of Job Duties c) Delegation of Power d) Range of Power . e) Levels of Levels . f) Unity of Orders and Responsibilities . g) Coordination. **Design and Structure in Organizing** Organizational structure is a chart / framework which is thought by the leader / manager / chairman to divide and coordinate the activities of an organization member. S structures are at an organization is the means used to share, organize, and coordinate the activities of the organization. The process that must be passed in order to determine the division of labor and coordination is known as organizational design. Approach in Organizational Design consists of; 1) Classic approach . 2) A task-based approach to technology . 3) Environmental approach . 4) Mechanical . 5) Organization

Based on the design of the material on leadership and organizational behavior above it in the suggestion right that should be every leader can implement the principles, structures in the design of the organization. Leaders must pay more attention to the mechanisms that have been studied and tested by several researchers who are in charge of organizational design, also leaders should continue to be able to hone their abilities from behavior and intellect; through sharpening contemporary literature, education and training are also skilled in carrying out the principles and approaches of organizational structure design, so that later organizations that are established or created can run in accordance with the initial goals agreed upon by fellow organizations .

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