

Leadership Philosophy and Its Implications for the Climate of Educational Organizations

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Abstract

This article discusses the philosophy of leadership and its implications for organizational climate in the educational context. Leadership philosophy refers to the principles, values and beliefs that form the basis for making decisions and acting as a leader. In the educational sphere, an effective leadership philosophy can form a positive organizational climate, which in turn has an impact on performance, and motivation of organizational members. This research explores various leadership theories and models, and examines how the application of certain leadership philosophies can influence aspects of organizational climate such as communication, collaboration, and psychological well-being. The study results show that leadership based on inclusive, collaborative values and oriented towards shared goals tends to create an environment that supports professional and personal growth. This article concludes that a deep understanding of leadership philosophy and its consistent application is very important to create a conducive and productive educational organizational climate.

Keywords: Leadership Philosophy, Organizational Climate, Education, Inclusive Leadership, Organizational Performance, Motivation, Collaboration.

INTRODUCTION

Leadership plays a vital role in shaping organizational culture and climate, including in the educational context. Leadership philosophy refers to the principles and values that guide a leader in making decisions and carrying out their duties. Within the scope of educational organizations, this philosophy not only influences the way leaders interact with staff and students, but also has a direct impact on the effectiveness of the learning process and the achievement of educational goals.

The climate of an educational organization covers various aspects, such as relationships between members, work atmosphere, motivation, and the mental and emotional well-being of all individuals involved in it. Effective leadership based on a strong philosophy can create a supportive, collaborative and innovative environment, enabling every member organization to develop optimally.

Education in the leadership process means the emergence of leadership traits and explains the nature and characteristics of leadership. Like salt, leadership and power are two things that cannot be separated. Leadership is the absolute owner who can move all parts of the organization and the existing power and policies. The

philosophical dimension can be integrated into two factors: first, strengthening the scientific foundation to lead the development of scientific disciplines. Second, essentially leadership philosophy is an organizational/institutional culture that expresses institutional identity. Institutional adherence to philosophical commitment is implemented in institutional interactions and management, manifesting it in spirit, work behavior and dedication to the institution.

In the field of administration, including educational administration, it is almost no longer heard of discussions about philosophy. Discussions of leadership philosophies don't seem as interesting as matters about profits. The pragmatic capitalist approach appears more grounded and is considered more important than the utopian-philosophical approach in current leadership practices. Utopia here does not mean pseudo-fantasy, but rather a vision of the future without abandoning the philosophy that has existed for a long time.

Leadership in education is the main requirement in an educational institution. A leader must be able to carry out his duties, and have direction and goals in accordance with the organization/institution he leads. A leader seems to have a heavy burden, on the one hand

he must bear various existing problems, and on the other hand he must be able to overcome these various problems.

Leadership is a person's ability to influence other people, in this case his subordinates in this way influence other people to want to carry out the leader's wishes, even though he personally doesn't like it (Siagian: 2002: 62). According to Edy Sutrisno in [1], Leadership is a process of someone's activities to move other people by leading, guiding, influencing other people, to do something to achieve the expected results. Organizational climate is a condition related to the characteristics of the work environment which is believed to influence the behavior of people in the organization. Therefore, organizational climate can be said to be the scope of the organization.

According to Scheider in Wirawan (2007: 122), organizational climate refers to the material style that influences members' views regarding the values and goals of the organization. According to Mohammad Mahsun (2006: 25) performance is a description of the level of achievement of the implementation of an activity or program in realizing the goals, objectives, mission and vision of an organization as stated in a company's strategic planning. Performance can be known only if the individual or group of individuals has predetermined success criteria. These success criteria are in the form of certain goals or targets to be achieved. Without goals or targets, it is impossible to know the performance of a person or organization because there are no benchmarks.

This article aims to explore the concept of leadership philosophy and how its application can influence the climate of educational organizations. By understanding the relationship between the two, it is hoped that educational leaders can implement more effective strategies to improve performance and welfare within schools or other educational institutions. This article also discusses various leadership models that are relevant for their application in the educational sphere, thereby providing an overview and

practical guidance for leaders in building and maintaining a positive organizational climate.

RESEARCH METHOD

This type of research is literature research because it is research that uses various sources of scientific writing as data. The data collection method used in this research is the documentation method. The analysis used in this research is analysis the content is an effort made to view and analyze the conceptual framework of leadership philosophy and its implications for the concept of educational leadership organizational climate.

DISCUSSION

1. Concept of Leadership Philosophy

Leadership philosophy is a concept that underlies the thoughts, attitudes and actions of a leader of a group or organization. Philosophy serves as a guide that helps leaders make decisions, overcome challenges, and achieve common goals. A leadership philosophy is a set of values, principles, and beliefs that shape a leader's view of how they should lead. This philosophy reflects the leader's understanding of leadership goals, the means to achieve those goals, as well as relationships with team members and the environment.

The leadership philosophy has the following components, namely: 1) The values held by the leader such as; integrity, honesty, responsibility and empathy are the basis for every decision and action. 2) Principles, namely general guidelines followed by leaders, such as; transparency, fairness and innovation. 3) Beliefs, namely beliefs about how humans work together, how change occurs, and how success can be achieved.

The leadership philosophy aims to: 1) Provide clear direction and goals for the organization, 2) Build a strong and healthy organizational culture. 3) Provides a framework for decision making. 4) Encourage motivation and commitment among team members. 5) Facing challenges and changes wisely.

To implement a leadership philosophy, a leader must: 1) show an example, that is, he must be an example of the values of the principles being promoted. 2) Effective communication, namely being able to convey the vision, mission and goals clearly to all team members. 3) Empowerment, namely providing trust and empowering team members to take initiative and responsibility. 4) Personal and team development. Examples of leadership philosophies are; transformational, namely focusing on change and innovation, prioritizing service, Democratic, namely encouraging participation and collaboration and respecting input. The leadership philosophy has benefits, namely: consistency in leadership, increasing trust, overcoming crises wisely, and achieving a long-term vision. Leadership philosophy is not something static, but is dynamic and can develop over time and the leader's experience.

[2] conveyed that regarding leadership and its foundation, every region, for example Java, has high civilization because it has noble cultural values that never go out of style. Javanese philosophy as an Indonesian culture that reflects noble values must continue to be maintained and developed in order to strengthen appreciation and practice of the noble values of national culture, improve the quality of life, emphasize national identity, become national pride, and become a driving force in achieving common goals. (p.197-198)

Achmad in [2] explains that the Javanese referred to in this discussion are not Javanese geographically as people who live on the island of Java, or Javanese ethnically. However, the Javanese in question is someone who has a Javanese spirit, which means someone who internalizes Javanese principles in their life practices. He explains this understanding that Java in this case does not exclusively discuss people who live in Java both geographically and ethnically, but the

Javanese referred to here is the philosophical view of a leader who tries to realize a common goal (leader and those led) which has been previously agreed upon with bases its policies on love and is oriented towards Javanese principles. Javanese culture has quite strong local wisdom in the field of leadership. Leadership is something that receives high attention because it is tied to ideal values that are not only world-oriented. This sacredness gives a great responsibility to create harmony between humans, nature and God.

Regarding leadership, according to Sutrisna Wibawa (2019), there are three main leadership philosophies that a leader must adhere to, namely: understand, understand, and implement. Understanding means that a leader must understand the conditions and problems encountered in the field. Ngroso means that a leader must understand being the person being led so that he can lead more wisely. Ngelaksanakno means that a leader must be visionary, have clear targets and must carry out what has been planned to achieve common goals. Apart from that, he also said that leadership must be built on good managerial skills.

2. Leadership Model

The management field often refers to leadership as leader. There are several definitions of leadership, according to P. Soebagio (2019), leadership includes: 1) Getting things done is achieving results through other people. 2) leadership means moving other people to achieve desired work results. 3) Leadership means influence, that is, nothing more and nothing less. 4) Leadership is one word, namely Influence, which means influencing, motivating, directing other people to achieve organizational goals. Thus, leadership is about how to influence other people, subordinates or followers to achieve the goals desired by the leader.

In management science in general, there are 3 (three) leadership models. In general, we often see these three leadership

models in leaders in their daily practice in managing an office or company. Each model has its own color, some arise due to the grace of Almighty God, others arise which are closely related to the nature or character of the person himself, some even arise as a result of the learning process (Soebagio, 2019)

Three leadership model scans be described as follows:

- a. Charismatic leadership is leadership that comes from God's grace, where the leader has extraordinary abilities, a strong magnet and a strong emotional attraction from those being led to the leader. For example: Bung Karno, Anwar Sadat, Mahatma Gandhi.
- b. Transactional Leadership is Leadership to control subordinates by using power to achieve results. Manage subordinates by giving rewards and punishment. Usually implement mutually beneficial transactions with subordinates.
- c. Transformational Leadership is an effective leadership model and has been applied in various international organizations that manage the relationship between leaders and followers by emphasizing several factors including attention, communication, trust, respect and risk. (risk).

3. Ideal Leadership

From various sources taken regarding the ideal leader as follows;

- a. Leaders must be honest and trustworthy
A leader must of course be honest. This is the most important capital for a leader. Honesty is important. Because that way, other people will trust the leader. If there is no trust between the leader and the person being led, then the leadership will be unequal.
- b. Leaders must be firm
The next characteristic of a good leader is that a leader must be firm, especially when taking action. Most leaders have

advisors. An advisor is needed to get input or other ideas that are not in the mind of a leader. However, that doesn't mean the leader has to obey whatever an advisor suggests. Here a leader must have the courage to take action, and be brave about the consequences of the actions taken.

- c. Leaders must be able to think well
A leader must also be able to think well. This means that a leader must be able to see a problem from various points of view. Leaders must also be able to assess the best point of view.
- d. Leaders are not selfish
A leader also cannot be selfish. What is meant here is that a leader must not take sides in something that of course only benefits that something. A good leader must of course love everyone he leads without favoritism towards anyone. A leader must be fair when leading. Selfish actions are not the nature of a leader. Act fairly towards anyone, say what is good and what should not be done.
- e. Leaders must be able to understand people
As a leader, of course you have to be good at understanding people. Everyone certainly has their own problems, therefore, when someone faces a leader, the leader must not act rashly. Understand each person's difficulties, be able to find a solution that suits that person's abilities.
- f. A leader is someone who works hard
A good leader is certainly willing to work hard. A leader is someone who leads, that means always being at the front. Leaders are not bosses, who can just sit back behind a desk and then tell their subordinates to do things for them. A leader must be at the front, he is able to lead what he has to do. A system is needed, but only to help, not to be an errand boy. Look and sort carefully what needs to be done and then do it well.

- g. Leaders can set a good example
A leader must be able to set a good example for the people he leads. That way, the person being led will understand what must be done. Examples are attitudes and actions, not necessarily orders! Because basically everyone doesn't want to be an errand boy.
- h. Good leaders make people feel comfortable
A leader must be able to make the other people he leads feel comfortable. Every action is based on good thoughts, and from various points of view, such a concept will certainly make anyone feel comfortable with this leader.
- i. A good leader can understand people's character
Every person is basically unique. That uniqueness is what a leader must know. That way, the leader will know a person's abilities and understand a person's character. A reliable leader can give mandates to the right people, not based on entrustment or mere desire.
- j. Good leaders are helpful
A good leader must be helpful, and never discriminate. He was able to provide immediate assistance without being told. When a leader knows someone's character, of course the leader knows what to do. Being a leader is easy, but carrying out duties as a leader is difficult. Everyone has different characters and patterns of thinking; leaders must know these differences and integrate them well. The characteristics of a good leader actually already exist within everyone, but because they are still shackled by ego, these characteristics will never appear.

4. Leadership Philosophy in Educational Organizational Climate

In philosophy there are many fundamentals of leadership that are

authentic and truly educational in their entirety which are guided by the morals of life itself. So, it is not surprising that in the past leaders were born with truly noble morals, perhaps like the incarnation of god. There have been so many leaders in the past who truly adhered to a moral compass and were role models even though they were full-time. They have even been made leaders for life because of their example, charisma and authority.

There is leadership that comes from their dynasty in the sense that they are a leader from their descendants. They seem to be gods even though they are not. This actually reflects what an ideal leader looks like in the eyes of the people/people he leads. They are truly remembered for their authority and leadership; they left a deep good impression in the hearts of the people they led.

Organizational climate is a concept that describes the collective perceptions and experiences of organizational members about their work environment. It covers various aspects that influence the daily work atmosphere and can have a significant impact on employee performance, motivation and job satisfaction. Here are some of the main components of organizational climate:

- a. Communication: the level of clarity, openness, and effectiveness of communication within the organization. Good communication creates a positive organizational climate because employees feel heard and appreciated.
- b. Leadership: The leadership styles and qualities that exist within an organization. Leaders who are supportive, fair, and inspiring tend to create a positive work climate and motivate employees to perform better.
- c. Collaboration and Teamwork: The level of cooperation and support between employees. An organizational climate that supports collaboration is usually more positive because it creates a sense of community and shared goals.

- d. Recognition and Rewards: How organizations recognize and reward employee contributions. Fair recognition and appropriate rewards can increase employee motivation and morale.
- e. Working Conditions: Physical aspects of the work environment such as facilities, comfort, and safety. Physically good working conditions also contribute to a positive organizational climate.
- f. Work-Life Balance: How organizations support balance between work and personal life of employees. Organizations that pay attention to work-life balance tend to create a healthier climate and reduce employee stress.
- g. Development and Training: Opportunities for employees to develop and receive training. Organizations that invest in employee development usually have a more positive organizational climate because employees feel valued and supported to develop.

A positive organizational climate can increase employee productivity, loyalty and retention, as well as create a pleasant work atmosphere that supports innovation. Conversely, a negative organizational climate can cause dissatisfaction, high turnover rates, and decreased overall performance. To manage and improve the organizational climate, it is important for management to regularly measure and evaluate employee perceptions, as well as take necessary collective action based on this feedback.

With regard to organizational climate as stated, namely the quality of the internal environment which is relatively ongoing, experienced by members of the organization, influencing their behavior, can be described in terms of a set of characteristics or traits of people. The

nature in this case is innate where the person who leads/works in the organization is influenced by the patterns and philosophy in their leadership duties.

This organizational climate also gives rise to diverse patterns in leadership. For this matter, we are talking more about how to lead subordinates without destroying harmonious relations between members of the organization.

Implications for Educational Organizational Climate

Leadership philosophies have a significant impact on the climate of educational organizations. These implications cover various aspects, ranging from communication, collaboration, work morale, to the effectiveness of teaching and learning. These implications can be seen as follows:

- a. Improved Communication and Collaboration.
A good leadership philosophy encourages effective communication and collaboration among staff and teachers. Transparent and open leadership creates an atmosphere where members of an educational organization feel valued and heard. This contributes to creating a positive work climate where everyone feels motivated to contribute to their maximum. As stated by [3], transformational leadership which emphasizes open communication and staff empowerment can increase team cohesiveness and collaboration, which in turn increases overall organizational effectiveness.
- b. Increased Morale and Motivation and empathy can increase the morale and motivation of educators and staff. Leaders who care about the welfare of their members tend

to create a more supportive and motivating work environment. [4] , argue that leaders who show empathy and attention to the needs of individuals in the organization can increase morale and job satisfaction, which is very important for maintaining long-term performance and commitment.

Leadership oriented to humanistic philosophy

c. Increasing the Effectiveness of Teaching and Learning

According to [5] , transformational leadership in schools can have a positive impact on teaching and learning by motivating teachers to innovate and commit to their professional development. This statement implies that leaders who have a clear vision and are able to inspire teachers to pursue higher educational goals can create an organizational climate that focuses on innovation and improving the quality of teaching. A leadership philosophy that emphasizes professional development and continuous learning encourages educators to continuously improve their competencies.

d. Effective Conflict Management

In educational organizations, conflict cannot be avoided, whether between teachers, staff or students. Wise and fair leadership can help and resolve conflicts constructively which contributes to a harmonious organizational climate. G. [6] believes that leaders who have the ability to manage conflict effectively can create a more productive and harmonious work climate, where every member feels safe and supported.

In this way, a leadership philosophy that is applied effectively can create a conducive, innovative and

harmonious educational organizational climate. Leaders who understand and implement this philosophy can improve the morale, motivation and performance of all members of an educational organization.

CONCLUSION

Philosophy in leadership is a leadership style inherited from their own ancestors (kings, community leaders, religious figures, literary figures, etc.) which many have ignored and forgotten. The teachings passed down by the ancestors have moral teachings, which can shape the character and personality of leaders.

Organizational climate refers to the material styles that influence members' views regarding the values and goals of the organization. Performance is a description of the level of achievement of an activity or program in realizing the organization's goals, objectives, mission and vision as stated in strategic planning. Performance can be known only if the individual or group of individuals has predetermined success criteria. These success criteria are in the form of certain goals or targets to be achieved.

Ideal organizational climate is a series of characteristics of the work environment based on the people who work in that environment which influence behavior and motivation. In this way, it can create a harmonious working relationship between employees and their leaders. Therefore, the leadership philosophy offers a leadership pattern that can be brought back so that work culture and organizational culture are truly oriented towards the human side in addition to paying attention to work patterns or performance.

Leadership philosophy in the context of educational organizations is the foundation that underlies how leaders direct, influence and manage educational institutions. This philosophy includes the values, beliefs and principles held by the leader and applied in decision making and daily interactions. If concluded, the implications of leadership philosophy in educational institutions are able to create an organizational climate as follows:

- a. As the Formation of Organizational Culture: A positive and strong leadership philosophy plays an important role in the formation of a conducive organizational culture. Leaders who prioritize the values of integrity, fairness and collaboration will create a work environment that supports the professional growth and emotional well-being of all educational people.
- b. Motivation and Performance: Leadership based on empowerment and respect for individual contributions will encourage staff to work harder and innovate.
- c. Developing interpersonal relationships: Emphasis on open communication and mutual respect will improve interpersonal relationships in educational organizations. This will create a harmonious work atmosphere and reduce conflict.
- d. Involvement and Participation: Democratic and participatory leadership where all members feel they have a voice, will increase their involvement and commitment to the goals of the educational institution. The positive impact is on the effectiveness of educational programs and initiatives.
- e. Enabling Adaptability and Innovation: A Leadership Philosophy that encourages flexibility and innovation allows educational organizations to be more adaptive to change and challenges. Leaders who are proactive in promoting continuous learning will prepare institutions to better face future dynamics.

Overall, leadership philosophies have a significant impact on the climate of educational organizations. Leaders who apply a strong and positive leadership philosophy can create a productive, harmonious and innovative educational environment which in turn will improve the overall quality of education.

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