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Integration of Leadership in an Organizational Context: A Perspective Tool for Management System

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Abstract

The study aims to navigate the leadership integration of the organizational context in becoming a perspective tool for the management system among the respondents and how the leadership integration in an organizational context becomes a perspective tool for the management system.

The research employs the descriptive quantitative method and design because it describes the integration of leadership in an organizational context as a tool in the perspective management system. Likewise, purposive sampling is utilized in the selection of the sample size in the study which is pre-defined in the criteria of the study. The study comprised Seventy Five (75) respondents only.

Results show that leadership integration of the organizational context in becoming a perspective tool for management system explores and adapts to various situation and enjoys working in various committees in the organization, show that integration of leadership loves in assisting other people and helping to develop skills in the organization, and show that they can take a role in leadership organization. It also shows that leadership styles exercise in various manners to various people in various leadership styles where they integrate leadership context of the organization in a perspective tool for the management process and system as to authoritative, democratic, situational, and facilitation leadership styles.

Findings show that there is significant agreement in the leadership integration of the organizational context becoming a prospective tool for the management system as observed among the respondents.

Introduction

Leadership styles refer to the approach and behavior of an employee that can direct, motivate, and influence people in the organization. This can be applied to any organization such as school, offices, and hospitals in both private and public entities. It determines how to plan and to implement the techniques and strategies that can govern such expectations in the organization (Mallillin, 2022) [11]. It is a method governing motivation in directing and managing people for the organization. It defines how a leader strategizes leadership style in relation to work performance. It is vital in gaining the loyalty of an effective leader. It denotes leadership styles on behavior patterns of a certain leader. It bears the employees' job satisfaction of a leader, perception about the organization, attitude, readiness and implementation (Mallillin, *et al.* 2020, p. 2). It presented the various existence and styles of leadership from diverse perspectives in relation to individual personality and behavior (Mallillin, 2023, pp 12-28) [15]. It explores association technology trend and leadership style and direction in the workplace. The existence of the various leadership styles and diverse perspectives in the function and capacity of behavior and personality reflects the working process (Mallillin, & Mallillin, 2019) [19]. It provides the trends and sources of leadership style integration in the organizational context and management. It indicates the transformational leadership style that is connected to knowledge management, e-leadership, psychological capital, empowering leadership, and transactional leadership. It also provides analysis on technology of leadership and contribution knowledge novice skills (Dhamija, *et al.* 2023, pp. 210-233) [3]. On the other hand, leadership style reviews positive and systematic processes of knowledge in leadership as transformational, servant, instrumental, ethical, empowering, initiating structure, consideration, charismatics, and authentic leadership. Hence, the negative leadership style can

be determined through destructive leadership and abusive supervision to identify the limit of leadership style in the management of human resources (Mallillin, *et al.* 2024, p. 4) [17]. It specifies the limit and behaviors that lead to the description of leadership style. It underlies the intention and evaluation of the behavioral effect and quality execution of leadership. Positive leadership addresses the concerns and intended leadership styles that realizes the effect of utilizing the knowledge and skills of leading (Fischer, & Sitkin, 2023, pp. 331-372) [7].

On the other hand, issues, gaps, and challenges are identified on the integration of leadership in the organizational context as a prospective tool for the management system. It challenges the leadership capacity and style in putting the employees for a quick growth in placing the management fast track which is necessary in seeking a certain organization. It cultivates leadership style in the organization. It hampers the process management rights and duties for efficient prevention and transition of leadership organization. In addition, the vital challenge in leadership is the lack of practical experience for aspiring leaders, insufficient development opportunities, resistance to change, bias diversity, and work life balance (Mallillin, 2021, pp. 17-28) [13]. It threatens the organizational sustainability of employees as to mental health challenges, stress physically, and burnout. It can create compassion at work in a sustainable organization and alleviation to entail suffering and unfold. It provides a potential explanation for uncertain employees in expressing suffering at work. It examines the gaps, issues, and challenges on the suffering and perspective of employees in the potential hesitation due to the suffering expressed in the norms of organization with dynamic power of the influence of a leader. It expands to seek the sense of compassion in examining the suffering of employees' interaction with leaders. It discloses the concerns and suffering of employees at work as one of the issues and challenges identified in the organization (Tietsort, *et al.* 2023) [34]. Nonetheless, the issues, gaps, and challenges are necessary to be known to provide solutions and processes especially in the field of education where proper steps and learning processes are being provided among students for future career paths. This can determine the role of a leader in the educational institutions. It carries the role of a leader in providing various strategies and techniques on advanced educational institutions which is necessary in the curriculum of leadership management. It provides strategies to carry the leader management and effort in the educational activities and educational institutions (Fatimah, & Syahrani, 2022, pp 282-290) [6].

Furthermore, democratic leadership is one of the integration of leaderships in the organizational context in becoming a perspective tool for the management system. It is known as participative leadership style. It is an approach to democratic leadership that involves teams, subordinates, and gathering of inputs. It contributes to the process of making-decision in the organization. Democratic leaders allow the approach to feel the decision-making process for its final outcome. It excels among subordinates, sparking creativity to enhance positive and alternative contribution in the organization. It covers the behaviors of democratic leadership as to the policies and decisions to assist and encourage the leaders. It advises needs to gain prospective goals in the organization to be made and provides tasks among the leaders such as qualities of work in the organization. It determines the

objectives and effects of democratic leadership style on the job loyalty, work motivation, and compensation. It indicates that democratic leadership style has an impact on job satisfaction. This includes the effect of job performance on the compensation satisfaction and work loyalty. Work motivation has an impact on the effect of democratic leadership as to job satisfaction (Auliyah, & Andriani, 2023) [1]. On the other hand, the influence of democratic leadership analyzes the capability of the work culture and employee performance in the organization. It indicates the democratic leadership proves the positive effect among employee job performance. This deals with the communication and transparency for employees performance on the positive effect in the organization. This also includes the work culture on the effect of the positive employee performance and development. The ability to perform has an effect on the workplace among employees. Democratic leadership and capability has a simultaneous effect among the performance of employees. This means that democratic leadership has an impact among employees that is to be examined in the integration of leadership in the organizational context (Nugraha, Nasution, & Harahap, 2023, pp 18-27) [24].

Moreover, authoritative leadership is one of the integration of leaderships in the organizational context in becoming a prospective tool for the management system. It refers to the situation of authoritative leadership who retains and seeks the possible authority and power. It also provides integration of knowledge in the leadership capacity (Mallillin, *et al.* 2020). It shares the process of decision-making among authoritative leaders' advice and opinion among the team members. Authoritative leadership is a process of management style where complete control is under the leadership function. It is one of the goals for authoritative leaders to be set that can oversee the process and determine the steps to be followed so that goals can be reached among the members of the organization. It drives from the authoritative leadership toward the common goals among employees. These types of leaders with employees are working step by step for coaching, leading process, and success. It provides interaction among workers, managers, and supervisors in the organization. It develops a model of authoritative leadership and effort in the organization. The leader has various functions. They can act to convert and coordinate for the effort and output in the organization. Authoritative leadership monitors and acts to induce workers to cooperate in the organization that can contribute to the success of the system. It provides better motivators among employees. They can have the persuasion of being charismatic as to control in the organization process (Dughera, 2022, pp. 399-421) [4]. On the other hand, authoritative leadership assesses the various leadership kinds, types, and styles. It identifies the self-confidence of a leader to the fullest. It provides an analysis for a leader and structure in the organization. Authoritative leaders show a transformational participatory, charismatic, bureaucratic, and delegating leadership. It mediates and identifies the relationship of an authoritative and transformational leadership confidence. It provides innovation integration of leadership style in the organizational context method and behavior. It identifies leadership enhancement in the organization (Salehi, *et al.* 2022, pp. 2030-2055) [30].

Indeed, facilitative leadership is another integration of leadership in the organizational context in becoming a perspective tool for the management system. It involves

directing for facilitative leadership without any control. The facilitative leadership is involved in the engagement of collaborative leadership. This ensures that everybody in the organization is being involved in the decision making process. It balances the content and management of the facilitation process. Facilitative leadership focuses on seeking and understanding actively among the members of the group which provides purpose for clarification in the organization. It identifies the needs to be given emphasis and to be solved. Provides an answer to a query and tries to achieve the objectives of the goals Mallillin, (2020, pp. 1-11) in the organization. It connects the dots from one person to another through efforts among the employees. This could provide impact and support in the performance as team and process of the goals. It stimulates to facilitate leaders through brainstorming, activities, and teams in the organization. It influences collaboration and involvement to work as a team in solving issues and encourages participation. It utilizes the model of facilitative leadership to examine effectiveness in the process within the organization. It assesses the performance and influences of leadership and facilitation process as to clarity of the responsibility, cooperative relationship, and consensus building. This can be done through long term goals, expectation, financial, and overall performance of employees (Dzordzormenyoh, 2022, pp 229-241) [5]. On the other hand, facilitation leadership supports and demonstrates the skills and development of the employees in the organization. It helps integration of leadership in the organizational context. It provides a proper coaching and facilitation process in the organization and understanding. The scope is designed for the facilitation of the progress and success of the organization to the fullest. It facilitates the practice and coaching related to the skills needed in the organization. It fosters facilitation leadership in the organization (Newman, et al. 2021, pp 1-38) [23].

Lastly, situational leadership is one of the integration of leadership in the organizational context in becoming a perspective tool for management systems. It can help the leader to adapt to the people and environment as well. The leadership style adapts the ability for a vital skill and to master the development of an aspirant leader. It considers as the situational leadership for the performance of the employees and their readiness in the organization. It is the ability to perform willingly on the specified task provided. It varies challenges among the various areas and performance. It requires support and direction from the leaders and consideration. The flexibility of the situational leader meets and allows leadership style to empower. Leadership coaching becomes a better leadership style. It focuses on the leadership model as to directing and telling that requires utilization of the team with close regular guidance and supervision. It makes the leader to direct the team and make decisions in providing support and behavior in the activity to be performed. It also persuades the members of the team in the task to be performed. It provides and reinforces a two way communication to boost the success of the team members and participation. This includes delegation with high ability of set vision and desired outcome with clear authority. It obtains a result of the employees in their situation to improve from good, better, and best (Wuryani, et al. 2021, pp. 365-372) [36]. On the other hand, situational leadership is an essential factor in the performance of employees in the organization. It increases the performance

in the organization for the impact culture and leadership process. Good leadership can manage a better culture in the organization that can create employee job satisfaction. It improves the performance of employees in the organization (Ridlwan, et al. pp. 73-87) [29].

Statement of the Problem
1. What is the leadership integration of the organizational context for a perspective tool in the management system among the respondents?
2. How may leadership integration in an organizational context be a perspective tool in a management system?
3. Is there a significant agreement in the leadership integration of the organizational context for a perspective tool in the management system as observed among the respondents?

Hypothesis
There is a significant agreement in the leadership integration of the organizational context for a prospective tool in the management system as observed among the respondents.

Research Design
Mixed method is employed in the study. It is a combination of quantitative and qualitative methods. It measures the leadership integration of the organizational context for a prospective tool in the management system among the respondents which is categorized as a quantitative research method. On the other hand, qualitative research is used to evaluate and analyze leadership integration in an organizational context for a prospective tool in the management system among the respondents. This means that mixed methods analyze the distinct and context meaning for both quantitative and qualitative to describe the integration and combination in measuring and evaluating the integration of leadership in the organizational context as a tool for a prospective management system. It precedes the interaction of the results and interpretation of data and consideration. It indicates identification of the mixed methods and quality of interaction. It integrates interaction in both quantitative and qualitative research design and methods in a prevalent determination and level for the purpose of the study (Matović, & Ovesni, 2023, pp. 51-65) [21].

Subjects of the Study
The subjects of the study are the organizational leaders in both private and government entities especially among Higher Education Institutions. They are heads, leaders, managers, directors, deans, and coordinators in various institutions. They are chosen based on the pre-defined criteria as the subject of the study. The study comprised Seventy-Five (75) respondents only.

Sampling Techniques
Convenience sampling is utilized in the study. It is a non-probability sampling in selecting the sample size of the study. It is a sampling method utilized in the non-probability convenience sampling where the data is easily accessible in the selection of the sample size in the study. It is selected based on the criteria set for the respondents. They are being selected because they represent the entire population of the study. It is accessible to choose as samples for non-probability. It provides speculation on the judgement of

choosing samples of the study representation or convenience sampling in obtaining the participants of the study (Simkus, 2022) [32].

Results and Discussion
1. On the leadership integration of the organizational context for a perspective tool in the management system among the respondents.

Table 1: Leadership Integration of the Organizational Context among the Respondents

Indicators	WM	I	R
1. I believe that everyone is involved for the best team in making decisions.	3.24	MLM	10
2. I am best and good at bringing to other people.	3.42	MLM	6.5
3. I can take a role in leadership, when necessary, but I will not consider myself as a leader.	2.39	ABLM	15.5
4. I am happy to be a spokesperson and act for the team	3.39	MLM	8
5. I am good at exploring and adapting to various situations in the organization.	3.89	MLM	1.5
6. I am eager to establish and push projects and get a better output.	2.39	ABLM	15.5
7. I think individual in the organization can be allowed to commit error to learn from their mistake	3.00	MLM	11
8. I am enjoying working in various committees in the organization.	3.89	ELM	1.5
9. I think the most necessary and significant for the team in the organization is their well-being and skills of the members.	2.48	ABLM	14
10. I can see various situations from various perspectives.	3.78	ELM	3.5
11. I don't mind the discussion will last as long as I consider every angle of the task in the organization.	2.65	ABLM	12
12. I am good at delegating, planning, organizing, and controlling other people.	3.78	ELM	3.5
13. I think members of the group need to follow the procedures and flow of the organization and make formal decisions.	2.52	MLM	13
14. I set myself with high caliber standard knowledge and expect members of the group to do the same thing.	3.35	MLM	9
15. I implement role playing exercises in the organization.	3.42	MLM	6.5
16. I love assisting other people and helping to develop their skills in the organization.	3.48	MLM	5
Average Weighted Mean	**3.19**	**MLM**	
Standard Deviation	**0.547**		

Table 1 presents the weighted mean and the corresponding interpretation on the leadership integration of the organizational context for a prospective tool in the management system among the respondents.

It shows that rank 1 is shared by the two indicators which are "I am good in exploring and adapting to various situation in the organization", and "I am enjoying working in various committees in the organization", with a weighted mean of 3.89 or Exactly Like Me which means leadership integration of the organizational context in becoming a perspective tool for management system is highly observed among the respondents because they explore the various situation in the organization. They also enjoy working in various organizations which is part of leadership skills and

process. It is a landscaped integration of leadership style in the organizational context. It is crucial especially among the colleges or universities to cultivate effectively the implementation and initiative for change among individual members in the organization. It transitions the organizational success of the leadership function of the working committee and the leader itself. Leadership function is a pressure in the organization to maintain the process and system (Haibo, 2022, pp. 80-90) [8]. It adapts and builds a framework in leadership functions such as the reasoning ability, emotional intelligence, cognitive ability, and social ability in predicting the factors among the leaders and potential adaptability. It incorporates situational and adaptive leadership theory. It examines the process and traits models as to inductive and deductive reasoning ability in the direct effect of moderate leaders' potential and adaptability. Leadership in the organization has been designed for reasoning on predicted adaptive leadership. It is the implication of practice integration leadership (Boyar, et al. 2022, pp. 1-16) [2].

On the other hand, rank 2 is shared is also shared by the two indicators which are "I can see various situation in various perspectives", and "I am good in delegating, planning, organizing, and controlling other people", with a weighted mean of 3.78 or Much like Me which means the leadership integration of the organizational context for a perspective tool management system is highly observed among the respondents. This means that goals of the organization or head analyze the various situations and perspectives and leadership style. It examines the leadership styles in the organization. The leadership approach and development has to do with planning, organizing, controlling, leading, and decision making. It provides traits and characteristics in the organizational context. It develops a numerous leadership competency Mallillin, (2017, pp. 58-74) [14] on the needs of the organization. It analyzes the leadership prototypes and coaching. Leadership is determined to capture the organizational context and process, accuracy and techniques (Sen, et al. 2023, pp. 220-228) [31]. On the other hand, leadership styles describe the unfolded and resilience support in the ever changing leaders through values and perfect examples because leaders can demonstrate things to the fullest. It is an approach to the structure of the leadership style and integration of organizational context and management. It adopts leadership perspectives and analysis behavior of the individual members in the organization. It examines the capability of the organizational values influenced on appropriate leadership style and choices to support the members in the organization. It influences the transformation and leadership style to balance the process and system in the organization and management integration (Tvedt, et al. 2023, pp. 258-278) [2023].

In addition, the third in rank is "I love assisting other people and helping to develop their skills in the organization", with a weighted mean of 3.48 or Much like me which means leadership integration of the organizational context for a prospective tool in the management system is observed among the respondents. This means that a leader loves to assist based on the capacity of the members in the organization to develop skills to the fullest. This is based on the needs of the people in the organization where leaders try to analyze the situation of the organization. This can improve the integration of leadership style in the organizational context and management. It addresses the

opportunities to build the capacity skills, resources, motivation, and knowledge for the integration of leadership skills. It measures and evaluates intervention and capacity building that can offer a solution to issues, gaps in the integration of leadership style context for a prospective management system (Ramanadhan, *et al.* 2023) [28]. Hence, it also provides a change of employee skills in advance for the needs of the organization to succeed. Leadership skills develop context among proactive members in the organization and integration management. It emerges on the proactive development skills. It creates an update for the needs of the organization where leadership style manages Mallillin, *et al.* (2022, pp. 189-198) [16] to the organizational context. This can help improve the success of the individual members. It manages the career of the proactive workforce as has been defined in the job description and self-initiated knowledge of skills requirements. It shows that integration of leadership style has to do with the skills and knowledge in leading people (Ostmeier, & Strobel, 2022, pp. 718-730) [27].

Lastly, the least in rank is also shared by the two indicators which are "I can take a role in leadership, when necessary, but I will not consider myself as a leader", and "I am eager to establish and push project and get a better output", with a weighted mean of 2.39 or A Little Bit Me which means that leadership integration of the organizational context for a perspective tool management system is limited among the respondents. It shows that organizational success is quality of leadership and directly proportional in the capacity to lead. This can integrate leadership style in adopting circumstances that may happen in the organization and advancement. It deals with particular leadership style and essentialities on the position of the leader. Leaders can attempt to improve the quality of services to expand on the management process and integration styles and techniques in leading. It can help to provide pillars of the leadership improvement process. It plays an important role in the leadership capacity process. It develops the success and motivates individuals' success and competency. This is to uphold the dignity of the professional leader and ethics (Soeardi, *et al.* 2023, pp. 877-884) [33]. Apparently, leadership style and integration have an impact in the skills, knowledge, and working development to be imposed. It examines the influences of leadership styles and leadership cultures. Leadership styles are focused on integration of knowledge and skills for the development of the organization and success (Kortsch, *et al.* 2023, pp. 151-174) [10]. The overall average weighted mean is 3.19 (SD=0.547) or Much like me which means that leadership integration of the organizational context for a prospective tool management system is observed among the respondents.

2. How may leadership integration in an organizational context become a perspective tool for a management system

It shows that leadership styles exercise in various manners to various people in various leadership styles. This depends on the skills and knowledge of the person leading the organization. It integrates the leadership context of the organization in a perspective tool for the management process and system. There is no right way because every organization has their strengths and weaknesses and would be better and right among the leaders and among people in a certain process of decision-making and leadership as follows:

a. Authoritative leadership style. This is based on the leadership idea and style that assumes responsibility for personal decisions. Authoritative leadership styles attract individual people who have strong personal needs and vision, action oriented, and who are restless. Authoritative leaders may be called as consultants before taking a decision process and approach to tell the people in the group. It is an authoritative leadership style in modern society which is imposing the well-being link of the human evolution of leadership. It satisfies the quality of life and is crucial in the organization. It benefits individuals in the organization associated with the process and management of the organization or firms. It spends more time on work related issues that can affect the performance of individuals. A workplace is the priority of an authoritative leadership style that provides employees support and promotes a better working atmosphere for success, happiness, and job satisfaction. It leads to a better success of productive workforce and happiness for the contribution of the company's success and growth (Onesti, 2023) [26].

b. Democratic leadership style. This determines that a leader includes all the members of the group regarding decision making. This is especially during the process of operation. The democratic style is based on the effectiveness of the leader which believes that participation is needed. Democratic leader establishes the role and structure process. It influences the aim of the democratic leadership style to figure out and motivates the performance of individual employees simultaneously. It provides democratic leadership style on the influenced and positive performance of the individual employees. Democratic leadership style influences positive performance and motivation of employees to follow instructions for the success of the organization. It is the skill of a leader to motivate employees as part responsibility and function in the company. This can determine the morale of employees in the work discipline, compensation, teamwork, and motivation effect (Nurjannah, & Andriani, 2023) [25].

c. Facilitative leadership style. Is concerned on the facilitative style that offers a suggestion among individuals that can be tackled during the process operation of the company or any organization. It operates according to its content and structure to be determined in the operation process. A facilitative leader leads to a clear opinion action to be made for the process of guiding individual people. It is an activity for constant learning and a journey to an important destination. It aims to provide leadership style in terms of facilitation. It examines the capacity of facilitative leadership style input and process. This deals on the communication and transparency quality and factors. It mediates the process and factors as to facilitation skills and knowledge for the leadership system. It indicates communication quality for facilitative leadership trust which provides positive leadership style and capacity. It upholds facilitative leadership and importance to quality of trust in the organization integration of leadership. It enriches facilitative leadership styles in their role for the success operation of the organization. It also provides leadership qualities and self-esteem in the organization.

It reveals the important process in the facilitative leadership capacity and function to guide individual processes of the organization (Mohd Som, *et al*. 2023) [22].

d. Situational leadership style. It is an approach for situational leadership that adapts and attempts for the needs of the organization. A situational leader varies depending on the styles and techniques appropriate to an organization such as confidence and level of skills among individuals. It is interesting to note the principles and importance of leadership styles in the school setting. It examines the influences of leadership principles and styles especially among leaders who guide the organization to the fullest. Situational leadership style provides positive impact among organizational leaders and performance. It provides better output and impacts sustainability in the organization. It examines the situational style in the organization in terms of flexibility, performance, and effectiveness. It contributes to the implication of positive leadership success in the organization. This includes potential needs of individual employees for the improvement of work performance in the organization (Hariri, at al. pp. 970-972) [9].

3. On the test of significant agreement in the leadership integration of the organizational context for a perspective tool management system as observed among the respondents

Table 2: Test of Significant Agreement in the Leadership Integration of the Organizational Context among the Respondents

Test of Variables	Computed z value	Interpretation	Decision
Leadership Integration of the Organizational Context Among the Respondents	37.3531861	significant	rejected
Two tailed test with 0.05 level of significant, df of 75 at the critical z value of ± 1.96			

Table 2 presents the test of significant agreement in the leadership integration of the organizational context for a perspective tool management system as observed among the respondents

It reveals that when the variables are computed on leadership integration of the organization context, it shows that computed z value is 37.3531861 which is higher than the critical z value of ± 1.96, two-tailed test, with df of 75 at 0.05 level of significant which resulted to significant which is rejection of the hypothesis. Therefore, it is safe to say that there is a significant agreement in the leadership integration of the organizational context for a prospective tool management system as observed among the respondents.

Conclusions
It shows that leadership integration of the organizational context for a perspective tool management system explores and adapts to various situations in the organization and enjoys working in various committees where they can see various situations in various perspectives of leadership in delegating, planning, organizing, and controlling other people. It also shows that integration of leadership loves assisting other people and helping to develop skills in the organization. Hence, it shows that they can take a role in leadership, when necessary, but they will not consider themselves as a leader where they are eager to establish and push projects and get a better output in the organization.

In addition, it shows that leadership styles exercise in various manners to various people in various leadership styles. This depends on the skills and knowledge of the person leading the organization. It integrates the leadership context of the organization in a perspective tool management process and system as to authoritative, democratic, situational, and facilitation leadership styles.

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