

Organizational Behavior Dynamics and Governance Effectiveness in the Transformation of Educational Management

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Article history

Submitted: 2026/05/22; Revised: 2026/06/12; Accepted: 2026/07/19

Abstract

This article discusses the concept of organization and organizational behavior in the context of educational organization management. Organization is understood as a structured social unit, consisting of individuals who work together consciously to achieve common goals. In the world of education, organizations play an important role in organizing effective, efficient, and directed learning processes. Meanwhile, organizational behavior is a study of how individuals, groups, and organizational structures interact with each other and influence the effectiveness and productivity of the organization. This article highlights the elements of the organization, the goals and benefits of the organization, and the dynamics of organizational behavior such as motivation, leadership, and organizational culture. In addition, opportunities and challenges such as workforce diversity, innovation, and the importance of ethics in organizational behavior are also discussed. A deep understanding of this concept is expected to help improve the quality of educational institution management and create a conducive and productive work environment

Keywords

Work Effectiveness, Organizational Ethics, Educational Management, Organizational Behavior, Organizational Structure



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INTRODUCTION

In social life, human existence is almost inseparable from involvement in organizations. Organizations exist as a forum consisting of individuals who work together in a structured manner to achieve specific goals (V. and D. M. Rivai, 2011). Within organizations, work systems, division of tasks, and relationships between members are consciously regulated for the effectiveness and efficiency of achieving common goals. Whether in the workplace, government, or education, organizations play a crucial role in regulating the dynamics of human activity (B. A. and Abd. M. Setiawan, 2013).

In the context of education, organizations hold a highly strategic position. Educational institutions such as schools or madrasahs are concrete examples of formal organizations designed to conduct learning processes systematically and purposefully. Management of

educational institutions requires a clear organizational structure, coordination between work units, and appropriate division of responsibilities (Setiawan & Muhith, 2013). Through an organizational approach, educational goals can be achieved more optimally by maximizing available resources.

Beyond organizational structure, understanding organizational behavior is equally important. Organizational behavior is the study of how individuals and groups behave within an organizational environment and how this behavior affects organizational effectiveness (Luthfie et al., 2017). In educational institutions, an understanding of organizational behavior is essential to creating a healthy work environment, increasing the motivation of teaching staff, and fostering a collaborative and innovative work atmosphere (Hamid Indar, 2024).

The challenges facing educational organizations today are increasingly complex. Technological change, workforce diversity, moral crises, and the need for educational innovation are strategic issues that require managerial responses based on an understanding of organizational behavior (Aqsa et al., 2025). Therefore, educational leaders are required to understand not only the structural aspects of the organization but also the humanistic aspects related to attitudes, values, and the dynamics of social interactions within the organization (Gunawan, 2015).

Good organization in education serves not only as a tool to achieve goals but also as a process for building a positive work culture. A strong organizational culture can encourage the active involvement of all educational components in realizing a shared vision (Ahmadi, 2023). Conversely, an organization that is neglected or managed unprofessionally can become an obstacle to achieving educational goals.

Furthermore, organizational behavior is also closely related to productivity, job satisfaction, and the quality of educational services. Therefore, it is important to examine key concepts in organizational behavior, such as motivation, leadership, communication, and decision-making. This understanding can serve as a basis for implementing organizational changes that adapt to the demands of the times.

Based on this background, this article is designed to comprehensively discuss the definition of an organization, its goals and benefits, the elements of organizational structure, and the scope and benefits of organizational behavior, particularly in the context of education. Therefore, this article is expected to contribute to broadening knowledge regarding the importance of effective educational organizational management oriented toward improving educational quality.

METHODS

The method used in compiling this article is library research, an approach that utilizes various literature sources such as books, scientific journals, articles, and other relevant documents as the basis for analysis (Assingkily, 2021). This method was chosen because the topic discussed is conceptual and theoretical in nature, aiming to deepen understanding of

organizations and organizational behavior, particularly in the context of educational organizational management.

Data collection was conducted through a literature search related to basic organizational concepts, organizational structures and elements, and theories of organizational behavior developed by experts. Furthermore, this article also refers to previous research and credible academic sources to obtain a strong theoretical foundation. The literature reviewed was selected based on its relevance and currency to educational management issues.

The analysis was conducted using a descriptive-qualitative approach, systematically analyzing the literature to identify patterns, principles, and relationships between organizational concepts and organizational behavior in educational institutional practices. The results of this method are expected to provide a theoretical understanding that is applicable and relevant to the challenges of managing today's educational organizations.

RESULTS AND DISCUSSION

Based on the results of the literature review conducted using various relevant academic sources, several important findings were obtained regarding the fundamental concepts of organization and organizational behavior in the context of education. These findings were systematically organized according to the aspects specified in the research questions. The results of this review indicate that educational organizations are not merely administrative entities but also complex and dynamic social systems.

First, the definition of an organization in the educational context reflects an organized social structure consisting of interpersonal interactions that are directed toward specific goals. Educational organizations, such as schools and madrasahs, function as systems that accommodate various elements, including human resources, objectives, organizational structure, and technology. This demonstrates that an organization is not simply a collection of individuals but rather an integrated and systematic entity with clearly defined purposes.

Second, the objectives and benefits of educational organizations are extensive, ranging from achieving learning goals, improving resource efficiency, promoting professional development, and fostering a collaborative work culture. Educational organizations enable teaching and learning activities to be implemented in a structured manner while supporting continuous innovation and sustainable improvements in educational quality.

Third, the elements of organizational structure in education include people, tasks, organizational structure, work coordination, technology, and the external environment. These elements interact with one another and serve as the primary foundation for sustaining educational activities. Proper management and organization of these elements will result in an organizational structure that is adaptive, responsive, and functional.

Fourth, organizational behavior encompasses the study of individual and group behavior within an organizational environment. This includes aspects such as motivation, perception, work attitudes, leadership, and the dynamics of social relationships. In educational settings,

understanding organizational behavior is essential for creating a healthy work climate and encouraging the active participation of all members of the school community.

Fifth, the findings also indicate that several opportunities and challenges exist in the implementation of organizational behavior within educational institutions. The diversity of educators' backgrounds, rapid technological changes, shortages of qualified teachers, and issues related to organizational ethics and culture represent significant challenges that must be addressed through effective managerial and strategic approaches.

To provide a clearer overview of these findings, Table 1 summarizes the results of the literature review on organizations and organizational behavior in education.

Table 1. Summary of Literature Review Findings

Review Aspect		Main Findings
Definition of Organization	of	A structured social entity oriented toward achieving organizational goals
Objectives and Benefits of Organization		Resource efficiency, human resource development, innovation, and the establishment of a positive work culture
Elements of Organizational Structure	of	People, organizational structure, objectives, technology, environment, work, and coordination
Organizational Behavior		The study of individual and group behavior within organizations
Objectives of Organizational Behavior	of	Improving organizational effectiveness and creating a positive work environment
Organizational Challenges		Workforce diversity, ethical issues, and shortages of qualified teachers
Organizational Opportunities		Innovation, improved service quality, and the development of a positive organizational culture

The table provides readers with a more concise and comprehensive understanding of the research findings. The information presented is synthesized from various academic references and relevant theories of educational organization and management.

Discussion

The findings of this literature review demonstrate that organizations in education are not static entities but dynamic systems that continuously evolve in response to social and technological changes. Educational organizations must be capable of responding to various challenges, including increasing demands for educational quality, limited resources, and the growing need for innovation (Rahman & Mas'ud, n.d.; V. Rivai & Mulyadi, 2011). Therefore, a comprehensive understanding of the fundamental concepts of organization serves as a critical foundation for the effective management of educational institutions.

A well-designed organizational structure facilitates coordination, task distribution, and decision-making processes (Purba & Ponirin, 2013). Components such as leadership, division of labor, and the utilization of technology are essential elements that must be managed strategically. Educational organizations with poorly designed structures are likely to encounter obstacles in implementing educational programs, including inefficiencies in managing teaching personnel and administrative processes.

Within the field of organizational behavior, the psychological and social aspects of individuals and groups become the primary focus of analysis. Every teacher, educational staff

member, and student brings unique backgrounds and personal characteristics that influence patterns of interaction and organizational performance. Consequently, educational management requires a humanistic and adaptive approach to ensure that organizational processes operate effectively (Mulyasa, 2004; Qomar, 2007).

The discussion of organizational behavior also emphasizes the significant role of leadership within educational organizations. Educational leaders function not only as decision-makers but also as sources of inspiration and facilitators of organizational development. Participative and communicative leadership styles can enhance employee motivation, organizational commitment, and job satisfaction, ultimately contributing to improvements in educational quality (Julaiha & Maula, 2018; Kurniadin & Machali, 2014).

Current challenges in the educational sector, including workforce diversity, shortages of competent educators, and weak professional ethics, represent highly critical issues. Organizations that fail to manage diversity effectively are more likely to experience internal conflicts and declining productivity. Therefore, educational managers must possess the competencies necessary to manage human resources wisely, ethically, and professionally.

On the other hand, these challenges also create valuable opportunities for educational organizations to pursue continuous innovation. The implementation of digital technologies, the strengthening of organizational culture, and the provision of continuous professional development programs are examples of strategic initiatives that can enhance organizational effectiveness (Bafadal, 2004; Mujammil, 2007; Syafaruddin et al., 2020). Innovation should no longer be regarded merely as an option but as an urgent necessity in the face of rapid societal and technological transformation.

Organizational behavior also has a substantial influence on the organizational culture that develops within educational institutions. A positive organizational culture—grounded in the values of collaboration, integrity, and professionalism—can establish a supportive working environment for all stakeholders (Assingkily & Mesiono, 2019). In this context, organizational culture is not simply a slogan but rather the result of consistent leadership practices and a shared commitment among all organizational members (Hamid Indar, 2024; Pratiwi & Amini, 2023).

In conclusion, this discussion confirms that organization and organizational behavior are two complementary dimensions in educational management. Both dimensions must be thoroughly understood and implemented simultaneously to establish an educational system that is excellent, adaptive, effective, and oriented toward achieving sustainable educational outcomes.

CONCLUSION

Based on the description above, it can be concluded that an organization is a structured and systematic social entity formed to achieve common goals more effectively and efficiently. In the context of education, organizations play a crucial role in organizing a directed learning process through an organized structure, a clear division of labor, and good coordination.

Organizational elements such as people, structure, technology, and the environment are the foundation for achieving educational goals.

Organizational behavior, on the other hand, is the study of how individuals and groups interact within an organization and how these interactions influence the institution's effectiveness and productivity. In education, understanding organizational behavior is crucial for creating a harmonious work environment, improving the performance of educators, and supporting optimal teaching and learning processes.

Challenges facing educational organizations include workforce diversity, a shortage of competent educators, a weak work ethic, and the demand for continuous innovation. However, behind these challenges lies a significant opportunity to build superior, adaptive educational organizations with a positive work culture through effective management and visionary leadership. By understanding and applying the right organizational concepts and organizational behavior, educational institutions will be able to improve the quality of services, strengthen organizational culture, and build a system that is oriented towards results and human values.

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