

# Leadership in Education: Decision-Making in Education

Kaniati Amalia\*, Aan Komariah, Sumarto Sumarto, Kholifatul Husna Asri

Educational Department, School of Post Graduates

Universitas Pendidikan Indonesia

Bandung, Indonesia

\*kaniatiamalia@gmail.com, aan\_komariah@upi.edu, profsumarto@gmail.com, husnaasri@upi.edu

**Abstract**—Decision making is one of the main responsibilities of every leader. Based on the responsibility and authority possessed, the time the school is the right holder in decision making. Decision making occurs in situations that require someone to make a prediction in the future, choose one of two choices or more, make an estimate (forecast) regarding the frequency of the forecast that will occur. Decision making is one aspect that is influenced by leadership. Decision making besides being a process of identifying problems and opportunities also includes the process of finding a way out of the problem. The main steps in decision making include: Identification of problems, Identification of decision criteria, Allocation of weights for criteria, Alternative development, Analysis of alternatives, Selection of alternatives, Implementation of alternatives, Assessment of effectiveness of decisions.

**Keywords**—*decision making; leadership; education*

## I. INTRODUCTION

The ability and skill of a person (especially leadership officials) in making decisions rationally, logically, realistic, and pragmatically is a major benchmark in measuring leadership effectiveness. Schermerhorn defines leadership, namely "Leadership is the process influences other people and the process makes it easy for someone or group's effort to accomplish their goals" [1]. According to Ivancevich in the Vroom-Jago model, this leadership pays attention to the effectiveness of decisions, decision styles and diagnostic procedures [2]. Effectiveness criteria for decisions involve the quality of decisions relating to the extent to which decisions affect performance while subordinate commitment is related to how important subordinates commit or accept decisions so that decisions can be implemented.

A good leader is able to influence other people or parties to want to move and support an organizational goal. The principal is an influential person and plays a role in the administration of the school. The principal has various main functions, one of which is as a leader. The principal as an education leader is always faced with teachers, staff, students, and the community. One aspect of the success of the principal is how to make decisions. As a leader, the principal is responsible for making effective decisions, in order to achieve the goals to be achieved and to encourage, monitor the teacher and all the elements in the school in carrying out all their duties.

The principal as a leader must be able to make wise decisions. Stoner argues that decision making is a human process that is realized and includes individual and social phenomena, based on the premise of values and facts, concluding a choice between alternatives, with the intention of moving towards something desired [3].

Decision making is one of the main responsibilities of each leader or manager. Decision making can be considered as one of the results or outputs of mental or cognitive processes that lead to path selection among several available alternatives. Every decision-making process always produces one Final choice.

The quality of the decisions of a leader or manager is very important for two things. First, the quality of the decisions of leaders or managers directly affects career opportunities, rewards, and job satisfaction. Second, managerial decisions contribute to the success or failure of an organization. Kinicki and Williams, revealed that "decision making is the process of identifying and choosing alternative courses of action" [4]. This statement affirms that decision making is a process of choosing the right actions among alternative actions.

Although each leader or manager has a different background, lifestyle, and character, managers at any level (top, middle, or first line) must make decisions in order to achieve organizational goals and be responsible for the results of the decisions they make.

Decision making is a basic activity carried out by a leader. However, the decision-making process for everyone will always be different from each other. The decision-making process is complex; therefore, the decision-making process cannot be done in a hurry, it requires rational, logical and realistic thinking. The environment where a person is located will always require a new logic to overcome a problem, the process of solving the problem requires consistency of consideration in drawing valid / valid conclusions for decision making.

School is one of the educational organizations and institutions led by the principal. The principal is one of the many people who play a role in improving the quality of education. As the principal who holds management or is referred to as an administrator must be responsible for regulating and supervising members, including teachers and staff. Thus, the principal must be able to create a harmonious

atmosphere and make good communication between the principal and the teacher and staff.

The development of the quality of school education requires quality managerial skills as well. The ability to communicate in the organization, decision making and awarding the right reward will be able to improve the progress of the school amid competition for an increasingly advanced and modern education.

The principal is an influential person and plays a role in the administration of the school. The principal has various main functions, one of which is as a leader. The principal as an education leader is always faced with teachers, staff, students, and the community. One aspect of the success of the principal is how to make decisions. As a leader, the principal is responsible for making effective decisions, in order to achieve the goals to be achieved and to encourage, monitor the teacher and all the elements in the school in carrying out all their duties.

Leadership is the process of influencing other people and the process facilitates the effort of a person or group to complete its objectives. According to Ivancevich in the Vroom-Jago model, this leadership pays attention to the effectiveness of decisions, decision styles and diagnostic procedures [2]. Effectiveness criteria for decisions involve the quality of decisions relating to the extent to which decisions affect performance while subordinate commitment is related to how important subordinates commit or accept decisions so that decisions can be implemented.

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## II. LITERATURE REVIEW

### A. Leadership

Leadership has different definitions and definitions. Researchers and practitioners define leadership according to individual perspectives and aspects of the phenomenon that most interest them. So according to the research Bass and Stogdill regarding the definition and definition of leadership concluded that "... there are almost as many definitions of leadership as the number of people who have tried to define the concept" [5].

This opinion is supported by research conducted by Hughes, et al. that differences in the definition of leadership due to differences in how to research, variations in measuring instruments, and differences in aspects of leadership itself [6]. Meanwhile, according to Yukl, the difference is caused by a variety of aspects, among others: aspects of who is using the influence, the target to be obtained from these influences, influences how they are used, as well as the results of efforts to use such influence [7].

In addition to the expert expressed his understanding based on the way to its own views. As expressed by Koontz,

O'Donnell and Wehrich which defines leadership as influence, art or process influences people so they will be trying to achieve group goals with will and enthusiasm [8]. James. M Black in his book *Management, A guide to Executive Command* writes that "Leadership capability of others to work together undertakes direction to accomplish certain designated objectives" (leadership is the ability to convince others to work together under their leadership as a team to achieve or do a certain purpose) [9].

Leadership in the world of education is an ability and process, guiding, coordinating and moving other people who have to do with the development of the science of education and the implementation of education and teaching, so that the activities carried out can be more effective and efficient in achieving educational and teaching goals.

The principal is a functional teacher who is given the task to lead a school where a teaching and learning process is held, or a place where there is interaction between the teacher who gives lessons and students who receive the lesson. Principals must essentially have the skills to work in their fields. In leading, a school principal must have all aspects of expertise, skills, and competencies in managing and advancing education [9]. Tasks and roles of principals in implementing educational leadership according to Soetopo are as follows [10]: (1) principals are leaders in the curriculum field; (2) the principal is a leader in the personnel field; (3) the principal is a leader in the field of public relations; (4) the principal is a leader in the field of teacher-student relations; (5) the principal as the leader of personnel in the non-teaching field; (6) the principal as a leader in establishing relations with the Office of the Ministry of National Education; (7) principals as leaders in guidance services; (8) the principal is a leader in articulation with other schools; (9) principals as leaders in managing services, school houses and equipment; and (10) the principal as the leader of the organizing field. Seven main roles of principals in leadership are as educators (educators), administrators, supervisors, leaders, creators of the work climate and entrepreneurs.

From the point of view of implementing education today, leadership becomes very important and tends to leave problems, especially when viewed from 2 (two) things, firstly the fact that the replacement of leaders (leadership succession) often changes the performance of a unit, agency or organization; second, the results of the study indicates that leadership is one of the internal factors that influence organizational success, but in reality it is seen as not important. So, what happens is the organization has a leader / head but fails to present leadership [7]. The results of the study prove the existence of "change of leadership, change policy" jargon, even to technical matters such as changing office layout, changing seats, or changing the color of the wall, not the system that works.

The principal as a leader must be able to make wise decisions. Stoner argues that decision making is a human process that is realized and includes individual and social phenomena, based on the premise of value and fact, concluding a choice between alternatives, with the intention of moving towards something desired [3].

The action of school principals' decision making is a very important aspect to determine the level of ability and skills of educators in order to improve the quality of education output.

### B. Decision-making

Decisions are the result of resolution in a problem that must be dealt with firmly. Decision making is a form of thinking and the result of an action called a decision.

According to J. Reason, Decision making can be considered as one of the results or outputs of mental or cognitive processes that lead to path selection among several available alternatives [11]. Every decision-making process always produces one Final choice.

Decision making as revealed by Gibson and Ivancevich, "the decision are means to achieve some problems, the outcome of it's the process of influence by many forces [12]. Problems that occur frequently, with a great deal of uncertainty and risk surrounding the outcome, require managers to utilize the entire process. For a problem that occurs frequently the entire process is not necessary. If a policy is established to handle such problems, managers don't need to develop and evaluate alternatives for each time a problem of this kind of behavior. "

Decisions are made to achieve goals or solve problems; the results of this process are influenced by various external factors. Problems that occur irregularly, with uncertainties and risks surrounding the results, require managers who are able to take advantage of the whole process. For problems that often occur, the whole process is not needed. If a rule is put in place to overcome the problem, managers will not need to develop and evaluate alternative choices every time a problem occurs.

The decision-making process is explained by Gibson and Ivancevich, (1) establishing specific goals and objectives and measuring results, (2) identifying problems, (3) alternative development, (4) evaluating alternatives, (5) alternative choices, (6) implementing the decision, (7) control and evaluation [12].

There are several factors that influence decision making, including:

- Intangible and intangible, emotional and rational things need to be taken into account in decision making.
- Every decision must be made as material to achieve goals, every decision should not be oriented to personal interests, but must be more concerned with shared or group interests.
- It is seldom a satisfying choice, therefore bolt counter-alternatives
- Decision making is a mental action, from this action must be transformed into physical action.
- Effective decision making requires a long time.
- Practical decision making is needed to get better results.
- Every decision should be institutionalized so that the decision is made known.

- Each decision is the initial action of a series of activities in the next chain.

The several factors that influence decision making include:

- Information that is known about the problem at hand
- Level of education
- Personality
- Coping, in this case in the form of life experiences related to experience (personal adaptation)
- Culture

### III. METHOD

This study uses a qualitative method approach aimed at finding more detailed information about the role of leaders in making decisions, especially in education. In data collection techniques, researchers use observation, interview, and documentation techniques. The location of the study was carried out throughout the District Primary School. Jatisari with data sources in the field including Principals, Teachers, and Education Personnel.

Data to be collected in this study include leadership roles, decision-making processes, and factors that support the principal's leadership role in decision making. Data analysis was performed using data reduction, data display, and verification. Whereas to see the credibility of the data using triangulation techniques, member checking and referential adequacy.

### IV. RESULTS AND DISCUSSION

#### A. Results

Based on the findings of the research implementation of the decision making of the principal can be known in carrying out his leadership role as follows: (a) the first regulative role, namely the role of the principal in order to enforce staffing rules and educational rules. The staffing rules here, for example, the principal must be assertive because this is already a rule of law constituting a regulation on it, the principal must be assertive for example in controlling the presence of employees who are subordinates, the accuracy of teaching hours of his subordinates, the accuracy of returning home, the accuracy of the implementation of learning programs, schedules or educational calendars in this school is a regulative role that cannot be negotiated if it is stated in the Law or regulation, so the principal is firm.

The democratic role, for example, policies that involve the interests of the school independently, do not involve other institutions. For example, in my school, the policy that I will take because it is in the interests of my school, I have to involve the entire board of teachers, school employees may also involve stakeholders in the school including the school committee, I have to involve the school community.

The persuasive role is making decisions that are humane, the principal must not insist on the formal rules that have been outlined but it does not mean that they must be violated but

only in the implementation is humane, for example there are teachers who arrive late because the family at home is sick, here it is clear the principal must not be regulative then punitive, imposing sanctions on us is not true. What we are pursuing is as far as possible to approach the person concerned and then provide a convenient solution for our subordinates so that his interests in school and the interests of the house are running together, so we must be able to take a position called a win solution benefit all parties. Then for example there are children who play truant or do not enter all of the days we do not necessarily dare to expel the child, but we must as far as possible dig up the information on the socio-economic background in the family and so on so that the decisions we take on behalf of the school will not hurt anyone the school remains honored and the child will feel that he is still valued, which is a persuasive role in making decisions

## B. Discussion

1) *Decision making*: Decision making is at the core of a leadership that is part of the organization and management. Where in someone's decision making must know some things. Among other things the nature of the decision taken as an ideological decision that is a decision that is of a long nature and in accordance with the basis of the establishment of a community organization where this is done once in the establishment of an organization. The second is a strategic decision is a decision to achieve the goals of an organization with a strategy - a strategy that is basically taken in a rather long time. Strategic decisions are usually taken to determine a policy within an annual period. And the final tactical decision of this decision is taken in a short time and only results in a very short time.

2) *Decision making process*: The decision making process itself is very diverse. Where decisions taken by a community organization are often influenced by the basis of its establishment, the period of support, organizational goals, groups - groups within the organization, and of course influence from outside the organization. Not to be ruled out is also the existence of a feed back from the previous decision to collect.

The decision-making process applied by the principal always applies the following things: (a) holding a workshop. The activity will discuss work programs or activities in the new school year; (b) analysis / identification of problems faced by the school; (c) alternative problem solving. (d) alternatives chosen, so the alternative choices are taken; (c) decision making, so after analyzing the final process of decision making by the principal.

## V. CONCLUSION

The results of the study showed that the decision making by the Principal in the Public Elementary Schools throughout

Jatisari District, Karawang Regency covering regulative, democratic and persuasive roles. This is done as a form of action taken by a leader. This task can not be separated from cooperation with related parties such as teachers and employees.

The decision making process carried out by the principal always applies the following: (a) holding a workshop . The activity will discuss the work program or activity in the new school year. The activity was carried out to gather aspirations and evaluate previous decisions. (b) analysis or identify the problem at hand. This is done to find out what the problem is. In this process the principal as a leader must be able to identify differences, existing changes and develop possibilities. (c) alternative solutions to this problem are things that must be mastered by a school principal in determining decisions. This process must go through several stages to considerations for making a decision, (d) selected alternatives, the chosen alternative is the most appropriate alternative by considering the consequences, (e) making decisions, making these decisions through several alternative choices previous.

The main steps in decision making include: Identification of problems, Identification of decision criteria, Allocation of weights for criteria, Alternative development, Analysis of alternatives, Selection of alternatives, Implementation of alternatives, Assessment of effectiveness of decisions.

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