

DECISION MAKING: EFFECTIVE BASIC LEADERSHIP

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Abstract: A successful organization must be able and willing to make decisions, because all management activities and functions within the organization basically have the essence of decision making because the process of planning, organizing, mobilizing, and controlling all contain the concepts and behavior of decision making. Effective decisions can be reached if they are fully implemented. Decision making is based on five things: intuition, experience, facts, authority, and rational. Decision making is a strategic role of leadership in providing an important determination, the quality of an educational institution is determined by the leadership, while the quality of the leadership is determined by the decision making. Therefore, decision making becomes the core of leadership in creating quality institutions/organizations.

Keyword: Decision Making, Effective Leadership.

INTRODUCTION

Education development is not only focused on the provision of educational input factors but also should be more attentive to the education process factor. Education Input is an absolute must in certain boundaries but does not guarantee that it can automatically improve the quality of education.

National education development efforts, indispensable quality standards of competence and professionalism are assured, to achieve professionalism that can move the dynamics of the progress of national education is required a development process sustainable, precise and effective.¹ As for the ongoing coaching that is precisely targeted and effective an education policy is required.

The policy can be concluded is the result of decision-making by top management in the form of objectives, principles, and rules relating to strategic things to direct managers and personnel in determining the future of the organization that Implications for people's lives, meaning that the strategic decisions are set before to be a benchmark for the management of public life.

The policy is not separated from the decision-making from the top education to the above. Decision making by the leader in an organization is not detached from the management system. Organisations are the container/venue of a group of people who

¹ Petrie K., Mcgee., C., Teacher Professional Development. Who is the Learner? *Australian Journal of Teacher Education*. 37 (2), 34-56. <https://doi.org/10.14221/ajte.2008v331.3>

cooperate in achieving common goals. As for achieving these objectives, a management is needed. Where management is the effort to move people in the organization doing something to achieve the goal.

The above is as described by Matteson and Ivancevich (1989) that management as a process of getting things done through and with people operating in organize group. In the organizational perspective, Syafaruddin asserted that the factors that determine the change, development or restructuring of the organization are the implementation of organizational policies so that the policies are actually functioning properly.² The fact of the policy is that the decision is the reason, principles and rules, then the policy format is usually recorded and written to be are by the leadership, staff and personnel of the organization, and its interactions with the environment external.

Therefore, policies made by leaders in an organization, depending on the good decision making. Dunn concluded that public policy is a complex dependency pattern of mutually dependent options of collective choice including decisions.³ Wisdom requires further consideration (more emphasis on one's wisdom), while the policy covers the rules that are in them as appropriate to be interpreted as policy.

Vroom and the effective decision depends on three things, namely the quality of decision, the acceptance of subordinates, and timeliness.⁴

Decisions are said to be qualified if able to solve problems faced by someone or organization. Effective decisions are also demonstrated in the absence of resistance to the executive and the parties directly related to the decision. Finally an effective decision occurs when close to the time the problem is to be solved. This means that effective decisions are well-made and can be implemented well.

Sometimes decisions can be irrational because of factors related to emotion, relationship between people, factors of tradition, environment, and so forth. As far as the decision can be accounted for, usually the decision will still be taken⁵. The above is with the expression of Gemage and Pang, which is the effective decision that would be, if fully the decision could be implemented.⁶

² Syafaruddin, *Efektivitas Kebijakan Pendidikan* (Jakarta: Rineka Cipta, 2008), p. 77.

³ William N. Dunn, *Pengantar Analisis Kebijakan Publik* (Yogyakarta: GajahmadaUniversity Press, 2000), p. 132.

⁴ Hoy, W.K dan Miskel, C.G. *Administrasi Pendidikan: Teori, Riset, dan Praktik*. (terj.) (Yogyakarta: Pustaka Pelajar, 2014), p. 43

⁵ Ernie T. S. dan Kurniawan S., *Pengantar Manajemen* (Jakarta: Kencana, 2010), p.116.

⁶David Thenuwara Gamage, Nicholas Sun-Keung Pang, *Leadership and Management in Education*, (Hongkong: The Chinese University Press, 2003), p. 151.

This is also emphasized by Clerene, that participatory decision making will be expected to produce better decisions, as some people think they are used to solve problems. Even if people are involved in making decisions, they prefer to implement effective decisions and an improvement in understanding due to direct involvement and to help Group unity in the organization⁷.

Therefore, so that the decision can be implemented, the collaborative strategy or member participation in decision making is a priority, so that the commitment and support of all parties is obtained. Leadership as one of management functions is crucial to achieving organizational objectives. In contrast, leadership feels like it can easily become an extraordinary solution to what is being afflicted by an organization.⁸

DECISION MAKING

Definition of Decision Making

George and Leslie give the definition that decision making is to choose an alternative two or more choices, to determine an opinion or travel action.⁹ Added by Robins defining decision making is “*decision making is a process in which one choose between two or more alternatives*”.¹⁰ It can also be understood that decision making is not separated from the efforts to choose the right alternatives for a particular situation with certain measures as well as.

Other opinions reveal that a decision is a conscious choice made between two or more options or alternatives. These choices can be made by individuals or groups.¹¹ In line with Malayu Jerry argues that decision making is a process of determining the best decision of a number of alternative to perform activities in the future.¹²

Based on the above opinions it can be concluded that decision making is a process of choosing the best alternative from several systematic alternatives for actionable (used) as a way of problem solving.

The decision to be taken certainly needs to be supported various factors that will give confidence as a decision maker that the decision is appropriate. The right decision is essentially a decision that is rational, in accordance with conscience, and is supported by

⁷ Syafaruddin dan Asrul, *Kepemimpinan Pendidikan Kontemporer* (Medan: Perdana Publishin, 2017), p. 74.

⁸ Wahjosumidjo, *Kepemimpinan Kepala Sekolah* (Jakarta: RajaGrafindo Persada, 1999), p. 15.

⁹ George R. Terry, dan Leslie W. Rue, *Principles of Management*. Terj. G.A. Ticoalu. *Dasar-Dasar Manajemen* (Jakarta: Bumi Aksara, 2008), p. 17.

¹⁰ George R. Terry, dan Leslie W. Rue, *Principles...*, p. 155.

¹¹ Daniel L Dark, ed, *Decision Making for Educational Leaders* (New York: State University of New York Press, 2009), p.13.

¹² Jerry P. Makawimbang, *Kepemimpinan Pendidikan yang Bermutu* (Bandung: Alfabeta, 2012), p.151.

accurate facts, so that they can be accounted for. Sometimes decisions can be irrational because of factors related to emotion, relationship between people, factors of tradition, environment, and so forth. As far as the decision can be accounted for, usually the decision will still be taken.

From this sense, there are several things: a) in the process of decision making does not happen by accident, b) decision making should be based on certain systematics, among others: by considering the exclusion of the organization. Available personnel, environmental situation that will be used to carry out the decisions taken, c) before a problem can be solved properly, the nature of the matter must be clearly known, d) problem solving can not be done with the try to be based on the fact that accumulated systematically, well and reliably, e) good decision is a decision taken from various alternatives that exist after the alternatives are analyzed in a mature way.

Component Decision Making

For decision making can be more directed, it is necessary to know the elements or components of decision making. The element of decision-making is: (1) The purpose of decision-making; (2) Identification of alternative decisions that solve the problem; (3) Calculations on factors that cannot be known before or outside the reach of humans; and (4) tools and equipment to evaluate or measure the outcome of a decision-making.

Meanwhile, George and Leslie mention the 5 fundamentals in decision-making, namely: (1) intuition; (2) Experience; (3) Facts; (4) Authority; and (5) rational.¹³ Can be explained that Intuition-based decision making is a decision making based on subjective feelings, Decision-making based on experience has the benefit of practical knowledge, because with the experience that someone has, it can estimate the circumstances of something, can take into account the loss of harm and good decision that will generated, Authority-based decision-making is usually done by the leadership of his subordinates, or by a person higher in his position to the subordinate, Data-driven decision making and empirical facts can provide a healthy, solid and good decision, At the decision-making based on the ratio, the resulting decision is objective, logical, more transparent and consistent to maximize the outcome or value within a certain boundary, so it can be said to approach the truth or According to what you want.

According to Makawimbang the basic importance in decision making. Because, decisions can be made if decision making has a basis, therefore, a leader must know and

¹³ George R. Terry, dan Leslie W. Rue, *Principles...*, p. 21.

understand the basics of decision-making are¹⁴: a.) intuition-based decision making, b) rational decision making, c) Decision-making based on facts, d) Decision-making based on experience, e) Decision-making based on authority.

Decision-making measures

Decision-making measures describe the flow of how a decision is established by a decision-maker. Intelligence activities are intended to get a thorough picture of the conditions associated with the decision taken. The design activity is mapping and analyzing the possible decisions based on the intellectual activity that has been pre-instituted. Then, the election activity is a leading activity that determines the series of activities that will be conducted based on the alternatives that have been calculated before.

In line with opinions Veithzal and Sylviana also presented the stages in the decision-making process: a) Assign problems, b) identification of the decision criteria, c) allocate criteria weight, d) develop alternatives, e) evaluation Alternatively, f) choose the best alternative.¹⁵

Meanwhile, Simon, quoted by Hasan, suggests that the decision-making process essentially consists of three steps:¹⁶ a) intelligence activities, regarding the search of various environmental conditions required for the decision; b) design activities, is the manufacture, development and analysis of various series of activities that may be undertaken, c) election activities, namely selecting a series of specific activities from available alternatives.

Apparently, the two opinions above have the same meaning, only Veithzal Rivai and Sylviana make more detailed to have five stages in the decision making process.

First, set the problem, intended in the decision-making process, the first step should be aware of the problem being encountered. Second, identify the decision criteria, after knowing and assigning problems then the next step is to set the decision model to be made. Thirdly, allocate the weight of the criteria, which is also the benchmark of the decision to be taken this could be the parent of the alternatives that will be developed nati, precisely in the fourth step, develop alternatives, but do not Have forgotten the criteria entered in the specified weight. Five, an alternative evaluation, after developing the alternative so that the alternatives that developed it is not too widespread need to also held a selection, in this case is an alternative evaluation. Six, choose the best alternative, after staying a few choices

¹⁴ Jerry P. Makawimbang. *Kepemimpinan...*, p. 160-162.

¹⁵ Veithzal Rivai, dan Sylviana Murni. *Education...*, p. 747.

¹⁶ Syafaruddin. *Manajemen Organisasi Pendidikan* (Medan: Perdana Publishing, 2015), p. 274.

of decisions offered then the next step is to choose the best alternative among those that have been evaluated (best of the best).

Meanwhile, Siagian reveals that the steps of decision-making are essentially seven steps in succession, namely: a) defining the nature of the problems; b) Collect the data and analysis; c) identification and determination as an alternative; d) analysis as an alternative; e) Selected alternative implementation; and, f) assessment of the results achieved.¹⁷

Bedeian and Glueck, more simply posited three step decision making process are 1) identification alternative, 2) evaluation alternatives, 3) selection of alternative.¹⁸

Identification alternative aimed at a systemativ business of various alternative. It is not easy for a leader to know all the alternatives available. For that, there are certain ways such as brainstorming techniques that can stimulate the emergence of creative thinking, and the synectic technique that stimulates the emergence of new ideas. evaluation alternatives is an evaluation of each alternative with regard to aspects of its strengths and weaknesses, advantages and disadvantages, costs, and benefits for achieving the objectives of the organirights. To perform a more analytical and systematic evaluation, and selection of alternative aimed at the selection of an alternative that gives the greatest probability of achieving the objectives of the Organization, after the stage identification and evaluation of the various alternatives available.

Decision making basically does not occur in the state of the vacuum. Environmental factors, especially internal environments are helpful in determining what decisions will be made and who makes them.¹⁹

The above opinion confirms that there are steps that decision makers should take note of, to produce good decisions and policies. Therefore, either the manager or the leader needs to have extensive knowledge of the decision making process and its function in designing the organizational change in the future by powering all the personel and information required.

ROLE OF LEADER IN DECISION MAKING

Makawimbang states that decision making can be seen as one of the functions of a leader. In the implementation of activities to translate various decisions various

¹⁷Sondang P. Siagian, *Fungsi-Fungsi Manajerial* (Jakarta: Bumi Aksara, 2007), p. 53.

¹⁸ Bedeian, Arthur G., Glueck, William F. *Management* (New York: The Dryden Press, 1983), p. 255.

¹⁹ Mondy, R. Wayne., Sharplin, Arthur., Flippo, Edwin B. *Management; Concept and Practices* (Boston: Allyn and Bacon, Inc.1988), p. 154.

alternatives can be done and for that election should be done.²⁰ In this statement gives understanding that one of the functions of a leader is to make decisions from various alternatives (choices) that exist.

Leadership as one of management functions is crucial to achieving organizational objectives. On the contrary, the leadership can easily become a remarkable solution to the issues that are afflicted by an organization.²¹

Harsey and Blanchard suggest that the sense of leadership is the process of affecting a person's activity or group to achieve a goal in certain situations.²² In line with that, leadership is the process of affecting people who are committed to others to work together in achieving their goals as set out first.²³

Understandably, from the explanation above, that leadership is the process of affecting a person or group can by inviting or encouraging which is not detached with a particular purpose, in a particular goal the leader will not be separated by activities, in this event will also include decision making.

Only slightly alludes to the meaning of the leader, so it can simply be understood that the leader is closely related to decision making. However all the activities and functions of the leader basically have the essence of decision making. Because of the planning, organizing, mobilization and all the concepts and behaviors of decision making. In other words, the essence of the activity of a leader in carrying out his duty to a position in which he is at the point of decline and act of decision-making.

It is affirmed based on research from Australian Institute for Teaching and School Leadership: The role of the school principal is complex and evolving. Principals require a broad repertoire of skills and the confidence and acumen to deploy those skills with impact. With increasing autonomy, there are also greater opportunities for and demands on principals to make good decisions at the local level.²⁴ This has implications for the development of the corresponding leadership skills to meet these needs.

Because, decision making on planning activities starts from determining the vision, mission, objectives, strategy and organizational objectives in the strategy. Similarly, in operational planning, a leader in the middle and low classes also takes decisions about how the work should be put in achieving the objectives. In the implementation of this program,

²⁰ Bedeian, Arthur G., Glueck, William F. *Management...*, p.151.

²¹ Wahjosumidjo, *Kepemimpinan...*, p. 15

²² Syafaruddin, dan Asrul, *Kepemimpinan...*, p. 55.

²³ Moch Idochi Anwar, *Kepemimpinan Dalam Proses Belajar Mengajar* (Bandung: Angkasa, 1993), p. 3

²⁴ *Australian Institute for Teaching and School Leadership, "Preparing Future Leaders: Effective Preparation for Aspiring School Principals". Curriculum & Leadership Journal. Volume 13 Issue 10 Juny 2015.*

it is necessary to organize the necessary personnel resources, so that activities can be carried out.

As with any leader in the organization, the work of an education leader is recognized by decision-making. The decision-making of education leadership was called to make a social system happen to be complex and contingency. Thus, the educational community is popularized by the diverse constituents, all owners of expectations of the school.²⁵

As the center of decision-making is evident in the strategic role the leadership provides an important determination of various organizational decisions. Therefore, decision making is at the heart of the leadership.²⁶

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Decision making is taken or made by a leader, therefore the leader has a very large role in an organization. These decisions may be related to the decisions of the actions that will be carried out in the future. Even if a leader cannot take a decision, he cannot be said as a leader.

The above statement is in line with what George and Leslie said, that a general feature of a manager is that he is a decision-maker. A manager must decide which objectives to work on. To accomplish these goals managers must decide what specific actions are necessary, what new ways to be introduced, and what to make to maintain satisfactory work outcomes.²⁷

Highlighted by Veithzal and Sylviana a person's leadership is very large in his role in decision making, so make decisions and take responsibility for the outcome is one of the

²⁵ Daniel L Dark, ed, *Decision Making...*, p.13.

²⁶ Daniel L Dark, ed, *Decision Making...*, p.17.

²⁷ George R. Terry, dan Leslie W. Rue, *Principles of Management....* p. 17.

leaders' duties. Thus, it can be said that, if the leader cannot make a decision, he (should) not be a leader.

Thus the leader must be able to encourage and invite others to do, to invite, because the leader must have the decisions that will be carried out, this policy is also obtained from the decisions taken by the agency or organization.

CONCLUSION

The decision is essentially the process of picking one solution from several alternatives. The decision to be taken certainly needs to be supported various factors that will give confidence as a decision maker that the decision is appropriate. The right decision is essentially a decision that is rational, in accordance with conscience, and is supported by accurate facts, so that it can be held accountable.

Leadership and decision making have a very close relationship. In a leadership there is certainly a name of decision making. Decision making is a very important subsystem in a leadership. Even a leader can fail when the leader takes the wrong decision. That is why a leader is required to take a steady decision when faced with an issue. So that the results are satisfactory and have a good impact on leadership.

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