

Basic Concepts Of Considerations And Decision-Making Strategies In Educational Leadership

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Abstract

This research aims to find out the basic concepts of consideration and what strategies should be used by an educational leader in making decisions. The method used is a qualitative research method. This research is a literature study. The results of this study are as follows: (1) The principal in the decision-making process must pay attention to the implementation technique by first identifying the problem. Principals as policy makers need to understand the decision-making steps. (2) What becomes the basis for consideration in a leader's decision-making are intuition, facts, authority, and rationale. (3) A leader will be seen from his form of existence in making decisions and determining his policies. An effective leader is a leader who is able to make decisions and make relevant policies. (4) A leader must think about the consequences of an action before making a decision. (5) The strategies that need to be carried out in the decision-making process are: (a) Identifying a problem. (b) Clarify and prioritize goals. (c) Creating choices. (d) Choose the most appropriate option.

Keywords: Basic Concepts, Decision Making Strategies, Educational Leadership

Introduction

Educational leadership is very vital in order to obtain quality education. Because it is the educational leader who is responsible and determines the progress of management in the school.

To achieve the goals and objectives according to the plans that have been set, Educational Leadership faces increasingly complex challenges, accompanied by uncertain, unclear and unpredictable situations and conditions. A condition called VUCA which stands for Volatility, Uncertainty, Complexity, and Ambiguity. VUCA conditions require appropriate responses and decision-making (Adnan et al., 2021).

The Principal as the Head of the Education Unit is responsible for the implementation of educational activities which cover all aspects of the resources in the school he leads. A school principal must have the ability and strategy to make decisions that will have an impact on the progress of the school as a whole. The root of the problem is that leaders are often faced with a decision-making process. In several cases, among others related to the regulations rolled out by the government, it often causes commotion and is not a solution. This greatly impacts the institution or institution he leads.

Demands and challenges that must be realized by educational leadership with target competency graduates that are in accordance with the vision and mission of the school and the demands of the times. One of the indicators of an educational institution in the process of achieving graduation competency targets is very dependent on the function of the principal in making decisions. Decision making is one of the actions taken by school principals in schools to determine the direction of school policies which are translated into school programs, both

short and medium term. Decision making is closely related to leadership and managerial systems.

An organization will be able to carry out its functions if its leader is able to coordinate members of the organization according to their respective responsibilities and duties and is able to make the right decisions. Organization is a formal planned coordination structure, involving two or more people, in order to achieve common goals. Organizations are characterized by relationships of authority and levels of division of labor (Bonaventura Agus Trihardjo & et al, 2021).

Likewise educational units or school institutions, if a school principal makes a mistake in making a policy decision, it will be very detrimental to the school itself. What factors must be taken into consideration by a leader in making decisions, the basis of the problem. The principal must be able to bring about changes in the attitude, behavior, intellectuality of students in accordance with educational goals. A school principal as a leader will be the center of attention, meaning that all views will be directed to the school principal as a person who represents school life wherever and on any occasion. Therefore, the appearance of a school principal must always maintain integrity, always be trusted, respected both in attitude, behavior and actions (representing). It also supports a person's style

The Principal in the decision-making process must pay attention to the implementation technique by first identifying the problem. Principals as policy makers need to understand the decision-making steps as proposed by Mondy and Premeaux, which consist of five steps, namely: (1) Identifying problems or opportunities, (2) Making alternatives, (3) Evaluating alternatives, (4) Owning and implementing alternatives, and (5) Evaluating alternatives (Mohune & Tola, 2019).

A leader must think about the consequences of an action before make decisions . If a policy or decision is taken with a good start, then the results of the policy and decision making will be good too. However, many mistakes are made by leaders in determining policies and making decisions, both of which are realized or not realized by these leaders. Errors are usually caused by a lack of information and the leader's strategy in the decision-making process. Therefore the need for extensive knowledge of leaders in determining a policy or decision making. However, in reality, many leaders do not correctly determine policies and make decisions. This results in many negative impacts from mistakes in determining policies and making these decisions. This error is generally caused by the leader's lack of knowledge about the nature of policies and this decision.

Based on the explanation above, it can be concluded that decision making is the strategic attitude and behavior of education leaders, in this case the school principal, in making decisions several alternatives and deliberations are needed, so that the decisions taken can solve problems that occur in an educational unit.

Method

In this study, the method used is a qualitative research method, this research seeks to be basic, in-depth, process-oriented and based on the assumption that there is a dynamic reality (Sari et al., 2022). The researcher acts as an instrument while collecting data, one of which is by interviewing. In this study used data collection techniques based on qualitative descriptive research.

Qualitative descriptive research is research in the form of sentences or data that are categorized based on the quality of the object studied. Data collection was carried out using several techniques, namely observation, interviews, and other documentation methods. In this study, researchers in testing the validity of the data used a triangulation technique, namely checking the data that had been obtained from several data collection techniques. The data

obtained from the results of interviews with students were checked with the learning activities in class. In addition, researchers analysis used in this research is qualitative data analysis using descriptive qualitative data analysis method.

RESULTS AND DISCUSSION

Education as a form of conscious and planned effort requires action to mobilize and use all available resources in the education unit, in order to achieve goals and objectives in accordance with predetermined plans (PP 57: 2021).

The Principal as the Head of the Education Unit is responsible for the implementation of educational activities which cover all aspects of the resources in the school he leads. A school principal must have the ability and strategy to make decisions that will have an impact on the progress of the school as a whole.

Allah said :

“ Meaning: (Allah said), “O Dawud! Verily, We have made you the caliph (ruler) on earth, so judge (cases) among people fairly and do not follow your desires, for it will lead you astray from the way of Allah. Indeed, those who go astray from the way of Allah will receive a severe punishment, because they forgot the day of reckoning.” (QS Sad: 26)

In accordance with the paragraph above, it can be described that decision making by a leader is not allowed in haste and must involve management aspects in order to realize alternatives that can be used as benchmarks in decision making. Based on the results of the literature review that has been carried out, there are several types of decision making by leaders.

The leader's decision-making style or model is related to the type of leader. An authoritarian leader will make decisions in an authoritarian way. There are three types of leadership for a leader, namely the normative type, the personal type, and the transactional type. The normative type is the type that assumes a goal will be achieved quickly if it is adjusted to the goals that have been outlined. An achievement of goals will be achieved if it is adjusted to organizational lines rather than relying on certain people. In addition, organizational effectiveness is more prominent than time efficiency. Furthermore, the personal type is the type that assumes that individual involvement is more needed than organizational involvement in achieving goals. This means that good or bad achievement of goals is determined more by individual involvement than organizational involvement. Next is the transactional type . The transactional type is a type that is used temporarily which aims to reach other styles that are adapted to the circumstances. This means that in this type of leadership style adapted to the needs. These three types have their own strengths and weaknesses so that leaders can choose which type is appropriate to implement in their educational institutions.

Type of decision making

1. Programmed decision making

This type of decision making contains an automatic response to predetermined policies. Problems that are repetitive and routine (operational) can be solved by making this type of decision. A big challenge for an analyst is to know these types of decisions and provide or provide methods to carry out programmed decision making anywhere. In order for decision making to be clearly defined and stated. If this can be done, the next work is just to develop an algorithm to make routine and automatic decisions.

In most organizations there are opportunities to engage in programmed decision making because many decisions are made according to routine standard (operational) implementation procedures. The result of implementing this programmed (operational) decision making is to free up management for more important tasks. For example: the decision to order goods, and the decision to collect receivables.

If it is related to the world of education, this programmed decision-making is always carried out by the education unit to determine programs on a regular basis structured so that the implementation of the education unit can run according to the plan that has been decided. In addition, the existence of programmed decision making can facilitate school management in determining the person in charge of the program to be implemented. The impact given by this programmed decision making can streamline the budget in accordance with the programs and activities that have been planned together in the working meeting forum.

2. Non-programmed decision making

Shows processes related to unclear issues, future and/or strategic issues. This type of decision making includes decision-making processes to address issues that are less defined, unclear, uncertain, and unpredictable. Decision making that is not programmed when it is related to education is decision making that is made for urgent problems and is not included in the work program design of an educational unit. This urgent condition can be described in the problem of determining the policy attitude of the school principal in deciding student financial settlement (SPP) and arrears. This is taken as a goal to maintain school credibility and school image.

Based on the types of decision making above, each school principal must have a strategy for making both programmed and non-programmed decision making so that the decisions taken are able to be used as an alternative to achieving the goals of an educational institution.

Basic considerations in the decision making of the Principal of the school

Decision making is the act of selecting alternatives. This relates to the management function. For example, when managers plan, manage, control, they make decisions. Decision making is a series of activities carried out by someone in an effort to solve the problem being faced and then determines the alternative that is considered the most rational and in accordance with the organizational environment, so decision making can be interpreted as the essence of the administrative process. In essence, decision making is a systematic approach to the nature of a problem, gathering facts and data, careful determination of the alternatives faced and taking action according to calculations is the most appropriate action.

Decision making is a leadership function that is not easy to do. Therefore, many leaders delay making decisions. There are even leaders who lack the courage to make decisions. Decision-making methods can be carried out individually, in groups, teams or committees, councils, commissions, referendums, submitting written proposals.

Therefore the decisions taken by a school principal should be effective and efficient. The effectiveness of decisions taken by the principal must be based on the progress of the school being organized. To find out that the decisions taken by the principal have been oriented towards school development, a rationalism analysis is needed which is supported by empiricism. The embodiment of the empiricism of an institution cannot be done only from quantitative analysis in its evaluation. Qualitative analysis in evaluating institutions with interactions with school members is also an alternative in deepening the condition of schools objectively and thoroughly (Novianto, 2021). With this objective description, rational decision making is taken by a school principal.

Objectivity is a comprehensive and transparent picture of the view of something. In relation to considerations in the decision making of a school principal, the aspect of objectivity is an important aspect in the decisions taken. This urgency is used as material to find out and understand the empirical description of the problems or gaps that occur in an educational institution. The basis of empiricism is obtained from technical descriptions and documentation submitted by school members such as vice principals, teachers, administration, and other organs who understand the condition of an educational institution.

With this empirical description, decision making can be used as an informative support and support in determining strategic alternatives that will be offered or discussed with school management elements. Based on the explanation above, in making decisions, basic considerations are needed in the decision making process. The existence of an evaluative description given can add to the knowledge of a school principal in determining the decisions to be taken. The importance of evaluation in decision making as a basis for a transactional mindset so that the decisions taken can be carried out properly by members of the organization in the educational institution they lead.

There are six steps in decision making, namely:

- a. Identify a problem
- b. Clarify and prioritize goals
- c. Creating choices
- d. Assess options
- e. Compare the predicted consequences of each option with the goals
- f. Choose options with consequences with goals (Endang et al., 2022)

In accordance with the description above, it shows that the basic considerations in making decisions by school principals in efforts to progress schools and achieve educational unit goals are important to serve as an illustration in determining alternative strategies in accordance with the achievements to be achieved.

Decision Making Strategies in the Context of Educational Leadership

Strategic management is an art (skill), technique and science of formulating, implementing and evaluating as well as overseeing various organizational functional decisions (business and non-business) which are always influenced by the ever-changing internal and external environment so as to provide the organization with the ability to achieve goals in accordance with expected. Strategic management namely a set of decisions and actions used to formulate and implement strategies that are highly competitive and appropriate for the company and its environment to achieve organizational goals (Lestari & Idawati, 2022).

Strategic management needs to be implemented in an organization to strengthen the internal and external systems of the organization because strategic management is concerned with managing various strategic decisions, namely as managerial decisions that will affect the long-term existence of the organization in the future (Setiawati, 2020).

Based on the explanation about the importance of strategic management in decision making for a school principal, the strategies that need to be carried out in the decision making process are as follows:

- a. Identifying a problem is the initial process carried out by a school principal. This certainly cannot be done by a decision maker alone. Identification of these problems requires a clear picture of the organization in the school. A clear picture, of course, makes it easier for school principals to identify problems that occur in schools because the orientation of decision making must be oriented towards the quality of education.
- b. Clarifying and prioritizing goals is the second step in determining priorities for solving problems that occur so that the priorities set are right on target. With the priority scale that has been prepared, it can be used as a benchmark in deliberations before a decision is taken by a school principal.
- c. Creating choices. The process of deliberation with school organizations is a concrete step taken by the principal in a decision-making strategy. This step was taken as an effort to provide opportunities for school organizations to argue regarding the priority scale compiled by the school principal so that decisions to be taken are not top-down oriented but through deliberation.

- d. Choose options with consequences with goals. With the results of deliberations held between the school principal and the school organization, the decisions taken by a school principal can fulfill the wishes of all parties in the school environment. In addition, the decision is right on target expected.

Conclusion

Decision making is an election based on certain criteria of two or more possible alternatives. Decision making is done by most managers in the form of an awareness, thought activity that includes consideration, assessment and selection among a number of alternatives. As for the basic considerations in making a decision a leader is intuition, facts, authority, and rational.

Decision-making taken by the principal should be divided into 2 aspects, namely programmed and non-programmed. This is because in the implemented policies there are policies that are used to resolve problems that cannot be resolved with the applicable policies. The decision-making strategy taken by the school principal is used to provide considerations in making decisions that are in favor of the orientation of the educational unit.

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