

Model of Analytical Decision-Making Styles of the State Senior High School Principals in West Java

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Abstract—Principal leadership has a strategic role in the success of education in schools. Decision making is a very important in strategic role because mistakes in decision making will have an impact on the process and results of a program. This can be understood because the style of decision making is an action or behavior to move the school component towards achieving educational goals by considering the work environment, group pressure, emerging behavior, task demands, personal needs and sudden needs so that it displays typical actions in choosing a number of the best alternative. Therefore, this study is a study conducted on the tendency of principals to make decisions that are used as an effective model for now, namely the analytical decision-making style model. By using a descriptive analysis study approach, this study produced several important findings, namely: First, the analytical decision-making style carried out by the Principal showed high tolerance for uncertainty. Second, analytical decision-making styles tend to be task / technical oriented so that they need accurate data and information to make decisions. Third, the model of effective analytical decision-making style is applied by the Principal in solving complicated problems, especially related to education policy.

Keywords—analytical decision-making style; educational success; education policy

I. INTRODUCTION

A leader in making decisions is influenced by four potencies. These four strengths are the work environment, group pressure, task demands, and personal needs. All of this is a holistic approach to understand behavior and performance in an organizational context. Someone who cannot deal with one or more of the four basic strengths on a limited basis will show poor performance, anxiety, conflict, stress, lack of motivation, frustration, or withdrawal from the organization. The four forces model is a useful tool for diagnosing individual reactions to organizational pressure and for assessing an individual's readiness to deal with a situation [1].

A Principal in making decisions is influenced by the school environment, including: teachers, school personnel, and students. Also outside the school environment, namely: parents of students, education offices, and the school's social environment. While group pressure consists of: colleagues, associations, superiors and subordinates. Job demands relate to

technical abilities, skills and work experience. Personal needs are how a principal respond to the pressures and strengths that arise in decision making.

Policy changes and the development of school organizations and the pressures of the need to improve the quality of education in schools require an appropriate response by the principal in making decisions. Errors in making decisions will have an impact on individual performance and educational service performance in schools. Various school pressures and complexities require a Principal who can effectively carry out the right decision-making style in accordance with the situation needed.

Based on the explanation above, the author was motivated to conduct research on the application of the analytical decision-making style model of the principals of Public High Schools in West Java. For this purpose, this study uses a descriptive analysis study approach, namely researchers trying to portray the decision making style of the Principals of State High School in West Java, then describe or describe it as it is [2]. This research was focused on how the decision-making style model applied by the Principals of State High School in West Java in improving the quality of learning in school.

II. DECISION MAKING STYLE

Decision making style is one indicator of leadership in carrying out its duties and functions. Alan J. Rowe at al. suggests that "A manager's reflecting his or her needs, problem-solving capacities, perceptual and cognitive skills, and leadership qualities" [3]. The Principal's decision-making style shows his needs, his ability to solve problems, his cognitive abilities, his perceptions, and his leadership qualities.

The decision-making style model is based on the level of cognitive complexity and value orientation that reflects an orientation through the dominance of the left brain or right brain hemisphere described by Rowe at al. into four style models as follows [3]:

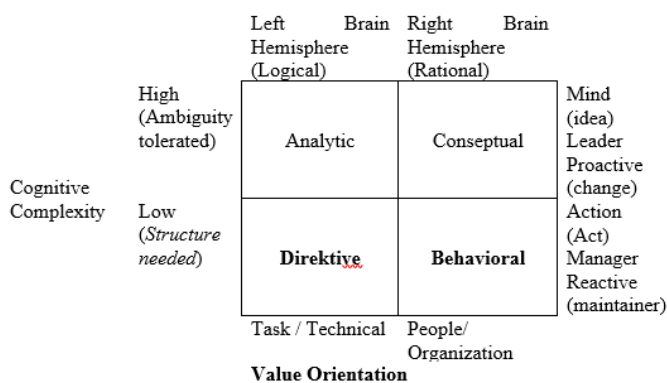


Fig. 1. Four decision-making styles.

Figure 1 is the four decision-making styles described above consist of analytic, conceptual, directive, and behavioral decision-making styles. Analytic decision-making styles of the State High school principals in this study were focused on having a high tolerance for uncertainty and also complex cognitive complexity. The principals need more written information and consider other alternatives. In addition, they also tend to be oriented towards technical matters and are autocratic, enjoying diversity, and challenges, but prioritizing control.

III. ANALYTICAL DECISION MAKING STYLE OF THE STATE HIGH SCHOOL PRINCIPALS

In J. Rowe's concept, the role of the leader is described as someone who is able to use his thoughts and ideas for the progress of the organization he leads. People like this are those who are proactive towards change. When linked to decision making by the State Senior High School Principals, the analytical decision-making style is very suitable to be used in dealing with change and regulating people for the progress of the school they lead. Based on the results of the study, the decision-making style of the Principals of the State Senior High School in West Java was indicated by several indicators.

The first indicator of decision making by the Head of the State Senior High School has a high tolerance for uncertainty. This means that in deciding on a policy, it has taken into account many things including the possibility of failure. On the one hand the Head of High School in making decisions requires data and information that is sufficient so that it takes a long time. But on the other hand, these kind of analytical decision-making styles are oriented towards the future so that they often make decisions that can anticipate the possibilities that will occur in the future; more precisely they are able to make strategic decisions.

The second indicator is that the low structure is highly oriented towards the task. This means that the head of high school often ignores hierarchy, but prefers how to solve problems and examines things carefully to carry out their duties. In carrying out their daily tasks they seem energetic, critical, but do not ignore their duties.

The third indicator, empirically the head of high school has understood who and what the right role in dealing with change is. Most likely this is influenced by the level of education, which on average is continuing to study at a higher level; some even have graduated from S2 and S3. Other factors are supported by the results of the training and upgrading that the principals participated in which on average have attended training courses above 3 to 4 times.

The fourth indicator, of the many high school principals there were many who were still young, this affected the level of criticality and sensitivity to the symptoms that emerged in their leadership. The phenomenon that arises is that they are idealistic, using more new ideas and ideas that are sometimes explosive. Making it possible to make decisions is an innovative decision.

The fifth indicator of the environment is very influential on the mindset and perception of the Principals of High Schools in carrying out his decision style. West Java is a large province and even closest to the Indonesian Capital City. As a large province, information quickly spreads and makes it easy to access it supported by technological and information advancements. The level of competition is more competitive between schools one with other schools so that the Principal must display quality and competitiveness to maintain school progress.

Of the five indicators above, the decision style of the Principals of the High School has been applied right now. But for the long term it cannot continuously apply the same style but must be flexible to respond appropriately to developing situations.

The leadership role of the Principals of High School is very diverse, including the role of leader (leader). The role of leaders is related to constituents, namely the people they lead and people who are in circle of influence, although not necessarily subordinate [4]. Thus, the leadership role of the high school head is related to how to organize people, facilitate people, coordinate people, choose, assign, and foster their subordinates or people related to educational activities in schools. This is important as consideration for the Principals of High Schools in making decisions.

The decision-making style of the Principals of High Schools influences their performance, also on the quality of educational services in schools. As stated above, the role of the Principal is related to people, so that the inappropriate decision-making style will get a negative response from the environment. So it is not impossible that the wrong decision-making style will hamper the performance of the organization, especially in the teaching and learning process.

High school principals who are willing to take risks and are innovative will be better able to bring schools to their intended goals. Accuracy in carrying out the decision-making style will bring a harmonious atmosphere between superiors and subordinates. Thus, subordinates will feel happy, feel recognized, and motivated to work earnestly. In the end, the accuracy in applying decision-making style not only affects the performance of the Principal but also affects the quality of learning in schools.

IV. CONCLUSIONS AND RECOMMENDATIONS

Decision making style is one aspect of a situation when a decision is made. In a school environment, decision-making styles can be used as a tool to understand the characteristics of the Principal's leadership, explain actions taken, and connect individuals to task demands. Analytic decision-making style explains that the Head of High Schools in West Java has a high level of cognitive complexity, has good ideas, is task oriented, and carries out his leadership logically.

The style of analytic decision making carried out by the Principals of High Schools requires the best answer, needs control, needs data and information support, needs diversity and innovation, and needs careful study, so that it takes a relatively long time before making a decision. Thus, it is

recommended that it is supported by accurate data and information, policy references and innovative support from both subordinates and authorized persons. Therefore, it is necessary to form a team that can help formulate strategic decisions that can be taken quickly and accurately.

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