LEADERSHIP ROLE IN DECISION MAKING AND TEAM BUILDING IN SCHOOL

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Abstract :
This paper describes the role of leadership in decision-making and team-building at SMP Nurul Jadid Paiton Probolinggo. It is a qualitative approach with a case study type used in this research, and the data is being collected through interviews, observation, and documentation. The data analysis method employed is data reduction, followed by the presentation of the data and conclusion. According to the findings of the study, the leader's role in making decisions at the institution is as an entrepreneur, as a deterrent to distractions, as a resource divider, as a negotiator. At the same time, the role of leadership in building teamwork is showing his side, building an atmosphere or climate of mutual trust, respecting the ideas proposed by subordinates, prioritizing the comfort of his subordinates, taking into account the job satisfaction factors of subordinates, acknowledging the status of members of the organization appropriately and professionally, trying to sticking to commitments, views that teamwork is the best effort.

Abstrak :
Tulisan ini menjelaskan tentang peran kepemimpinan dalam pengambilan keputusan dan membangun tim di SMP Nurul Jadid Paiton Probolinggo. Penelitian ini menggunakan pendekatan kualitatif jenis studi kasus, di mana pengumpulan datanyanya dilakukan melalui interview, observasi dan dokumentasi. Analisis data yang digunakan ialah reduksi data, menyajikan data dan kemudian menyimpulkannya. Hasil dari penelitian menunjukkan bahwa peran pemimpin dalam mengambil keputusan di lembaga tersebut sebagai enterpreuner, sebagai penghalau gangguan, sebagai pembagi sumber daya, sebagai negosiator. Sedangkan Peran kepemimpinan dalam membangun kerja tim ialah memperlihatkan sisi pribadinya, membangun suasana atau iklim saling mempercayai, menghargai gagasan yang diusulkan oleh para bawahan, memprioritaskan kenyamanan bawahannya, memperhitungkan faktor kepuasan kerja para bawahan, pengakuan atas status para anggota organisasi secara tepat dan professional, berupaya berpegang teguh pada komitmen, memandang bahwa kerja tim merupakan upaya yang terbaik.

INTRODUCTION

An organization or agency cannot be separated from its role as a decision-making leader, of course, if it wishes to remain at the forefront of the pack (Syno et al., 2019; Shateri & Hayat, 2020; Kausar et al., 2020). Decision-making cannot be done without going through the proper process, resulting in future organizational or agency arrangements (Williams & Sato, 2021). Decision-making is an essential component in every individual's life, including in an organization (James-MacEachern et al., 2017; Braithwaite et al., 2021). Decision-making can also affect a person's success or failure in his life, including the success or failure of an organization (Permatasari & Ashriana, 2019; Syuhud, 2019). Therefore, in making decisions, a leader cannot stand alone and make decisions; of course, he needs subordinates or work members (Salim & Hasanah, 2021). In order to obtain the best decisions, it takes a group or team that has a harmonious vision within the organization (Syuhud, 2019).

However, in reality, aligning the vision and mission with subordinates is not easy. Consequently, leaders are required to build teams united in their vision and who can work together to achieve the objectives that have been set; this, of course, is inextricably linked to their leadership responsibilities. His ability to make decisions quickly and accurately is a barometer for his overall competence and credibility (Miroj et al., 2020). If a leader is slow to act and hesitant to take risks, his or her subordinates will perceive the leader as afraid to take risks and risk failure. It takes time to get used to be quick and precise in your decision-making; to make the best decisions, you must use apparent ratios and sharp intuition to make the right choices (Kuala, 2015).

SMP Nurul Jadid is an educational institution that operates under the auspices of the Pondok Pesantren Nurul Jadid, whose guiding principle in making decisions is to minimize risks while benefiting the progress of the institution in order to achieve the anticipated goals. The Pondok Pesantren Nurul Jadid is a non-profit organization established in 1995 to promote the advancement of the community. An anonymous member of the teaching staff later revealed that the school principal's efforts to build team performance and align the vision and mission of the institution, among other things, have resulted in the decision to close the school. There are many of them, one of which is that the principal is highly receptive to problems and implements policies to overcome institutional crises by empowering employees' minds and spirits to be more active in carrying out their duties and responsibilities.

The decision-making process affects a school's growth. The leader's function is to make decisions, set policies, and assign duties within the organization/company. SMP Nurul Jadid Paiton Probolinggo has increased the quality of education and has been rated A. In terms of leadership, the principal of SMP, Nurul Jadid Paiton Probolinggo, always sets an example for educators and education staff to show up earlier and leave later than teachers and other employees, unless there is a need. The principal makes various strategic plans for the progress of the school. Strategic plans are made in various fields, including faith, noble character, intellectuality, skills, student affairs, staffing,

teaching, and community participation (PSM). The principal always tries to be a good model before giving instructions to subordinates so that teachers and employees carry out their duties seriously. The harmonious and familial atmosphere of the Nurul Jadid Paiton Middle School in Probolinggo is also a great hope that the principal is pursuing.

Furthermore, the challenges that develop in this school and are handled through discourse represent a significant source of hope for the future, and the success of this school cannot be divorced from the role of the principal as a leader. Based on these facts, the author will elaborate more deeply on the role and efforts of the headmaster of SMP Nurul Jadid Paiton Probolinggo in making decisions and building a good work team. Similar research was carried out by Munthe (2018) at MTs Cerdas Murni Tembung and concluded that the institution's quality could be better due to the role of the principal being carried out correctly. The same research was also conducted by Suparno (2012) and concluded that the role of leadership in making decisions is quite strategic and influential. A similar study was carried out by Wahyudi et al. in the year 2021, and the findings revealed that the quality of Islamic education is strongly dependent on the role of leadership in the institution.

According to the researcher's assumption, the achievement of the quality of education at SMP Nurul Jadid Paiton Probolinggo is due to the leadership role of the principal, who emphasizes good values as well. Therefore, good principal leadership is a must, namely for achieving the school's vision, mission, and goals. This conception of the principal's leadership then became the background for researchers to study more deeply and seek to reveal the meaning behind it. Based on the background above, then it becomes a reason for researchers to examine how the leadership role of the principal at SMP Nurul Jadid Paiton Probolinggo so that the school becomes a fairly advanced school in Probolinggo Regency and focuses on the role or efforts of the headmaster of SMP Nurul Jadid in making decisions by It is also suitable for team building.

RESEARCH METHOD

The qualitative methodology was employed in this study, which was of the case study conducted. When using the case study paradigm, researchers concentrate on a specific example, emphasizing exploration by obtaining in-depth data. It was decided to conduct a single instrumental case study, in which the researcher focuses on a problem and then selects a limited case to explain the problem. The problem in this study is the role of leadership in making decisions and forming a team at SMP Nurul Jadid Paiton Probolinggo, and the limited case was selected to explain the problem. Observation and structured interviews were utilized as data gathering strategies in this study. The data analysis method employed in theme analysis focuses on the most critical aspects in comprehending the case's complexity and complexities (Creswell, 1998). The author attempts to provide a systematic, factual, and accurate description of the conditions that exist at the research location about

the object under study and facts related to these conditions, and a conclusion will be drawn based on the facts that have already been established.

RESULTS AND DISCUSSION

The role is an active part of a person's position (status); if a person fulfills his or her rights and obligations by his or her position, he or she is fulfilling a role. The transportation service has a normative function in law enforcement, which implies that it is responsible for whole law enforcement, which is to say that it is responsible for all aspects of law enforcement (Soekanto, 2006). Generally speaking, a *leadership role* is defined as a set of actions that are anticipated to be performed by a person by his or her status as a leader. The leader's responsibilities are extensive when making decisions and accepting responsibility for the outcomes. The role of leadership in an organization is critical in realizing the vision and mission of the organization, setting and achieving goals, designing strategies, policies, and methods to achieve organizational goals effectively and efficiently, and directing and coordinating various efforts to achieve organizational goals effectively and efficiently. (Khajeh, 2018; Gian & Bao, 2020). A leader must have technical skills in applying the knowledge and expertise possessed, human skills, including the ability to cooperate, understand and motivate others, and conceptual skills related to decision-making abilities (Agrawal, 2019). Decision-making occurs as a reaction to problems in the organization (Kartono, 2017). Decision-making is then also related to building work teams within the organization. A good work team will be created if the leader plays his role well in making decisions.

Leadership is both an art and a skill that must be developed (Imhangbe et al., 2019). Leadership, influence, and guidance are skills that need an individual, group, or organization to have the practical capacity to influence and guide other individuals. Leadership is an art form that entails encouraging a group of individuals to act in unison to attain a common goal (Khan et al., 2021). A leader is responsible for making decisions, making work programs, making contracts, or making new rules (Umam, 2010). The role of the leader is divided into various; this paper describes the role of leadership in making decisions and building teams only.

Leadership is not about hierarchy, designation, or status; it has influence and control to change (Suherman, 2019). Leadership is defined as persuading someone to do or not do something. Therefore, effective leadership demands the active application of abilities in order to influence other parties and achieve the organizational objectives that have been established (Sahadi et al., 2020). In a structural context, leadership is defined as motivating so that the people who are led carry out activities or work by a predetermined program. Leadership also means efforts to direct, guide and influence others so that their thoughts and activities do not deviate from their respective main tasks respectively. About the non-structural context, leadership can be defined as a process of persuading people's attitudes, feelings, and actions while mobilizing all available resources to achieve the objectives that have been set up (Bashori, 2019).

Research and leadership theory are divided into three approaches: trait theory, behavioral theory, and situational leadership theory. First, the trait theory, Sutrisno (2010) explains that the trait theory is born as a leader because of leadership traits. Adherents of trait theory argue that a person's success in becoming a leader is determined by the quality of specific traits or characteristics in the leader. These characteristics are related to physical, mental, psychological, personality, and intellectual. Second, the behavioral theory is based on that leadership is an interaction between leaders and followers, and in these interactions, followers analyze and perceive whether to accept or reject their leadership. This theory can identify behaviors that distinguish effective and ineffective leaders (Salutondok & Soegoto, 2015). There are two orientations in behavioral theory: task-oriented leader behavior that displays an autocratic leadership style and leader behavior that emphasizes the creation of human relationships to produce a democratic or participatory leadership style. Third, Paul Hersey and Ken Blanchard initially developed the situational theory. This theory tries to develop leadership according to the situation and needs (Fadhli & Maunah, 2019). According to situational theorists, only leaders who know the situation and organizational needs can become influential leaders. Effective leadership is influenced by motivation, ability to carry out tasks, and satisfaction of followers (Anwar, 2017).

Essentially, there are two fundamental aspects to every leadership style: the element of direction (directive conduct) and the element of assistance (assistance behavior) (supporting behavior). The leadership styles are classified according to the personality of the leader. At the outset, the charismatic leadership style is a type of leadership style that may draw in many people due to many elements possessed by an individual leader, which is considered a divine gift. The sort of leadership that better articulates the organization's visions and thus instills ideological ideals in the organization. The color yellow represents the primary personality of this model leader. They were charmed by his encouraging demeanor when he spoke to them. Leaders with yellow personalities are typically visionary. They enjoy new experiences and challenges (Marginingsih, 2016).

First and foremost, the authoritarian leadership style is characterized by a leader who concentrates all decisions and policies into a single entity. The authoritarian leader is in charge of all divisions of tasks and responsibilities, and his or her subordinates are only responsible for the tasks that have been assigned to them (Endaryono et al., 2021). The color red represents the primary personality of this model leader. The accomplishments of this authoritarian leadership approach are the source of its advantages. There is not a single barricade that can stand in the way of this leader's progress. When he sets a goal, he sticks to it no matter what; there are no second chances or excuses. The steps are computed and organized systematically. The flaws of this leader with a fiery personality are that he is cold and a little nasty. They place such a high value on the result that they are unconcerned about the process. His existence is guided by the notion of "eat or be devoured." This leadership style assumes that everyone, including his subordinates and coworkers, is the adversary. This

authoritarian leadership style sometimes emphasizes to his subordinates not to be a threat, with unreasonable discipline or with unattainable targets.

Third, a democratic leadership style is the capacity to persuade others to participate in achieving the goals established via the use of various actions that are determined jointly by leaders and subordinates to achieve the goals that have been established. Whenever a problem arises, it is always essential to incorporate subordinates as a whole team. In a democratic leadership style, the leader gives subordinates much information regarding their jobs and obligations (Utari, 2020). White is the dominant color in the personality of this ideal leader. Members play a more prominent role in a democratic leadership style than traditional leadership. During this type of leadership, a leader demonstrates the objectives to be accomplished, the methods to attain these objectives, and the members who choose the outcomes. In addition, members are given the freedom to find solutions to the difficulties that they encounter (Djunaedi & Gunawan, 2018).

Fourth and most importantly, a moralist leadership style is one in which subordinates are given the highest regard. The color blue represents the primary personality of this model leader. Typically, a moralist-style leader is friendly and courteous to all of his or her followers. When it comes to the concerns of his subordinates, the moralist type leader has a great deal of empathy for them. This leader embodies every type of virtue imaginable. Those who come to his hope that his warmth will relieve them from all of their flaws. The leader with a moralist bent is highly emotional. He is highly indecisive, and while he can appear gloomy and dreadful at times, he can also be charming and cheerful at others.

The role of leadership in decision making and team building at SMP Nurul Jadid is that as a future leader, you should have a role as a model or example; a model is a combination of character and competence. Character is who we are as a person, and competence can do. Regarding competence, six competencies must be possessed by a leader, namely: first, self-management (self-management), leaders who have broad knowledge, inquisitiveness, in-depth analytical skills, cognitive and reasoning power above average. An axiom that theorists and practitioners generally accept is that the higher the position in the organizational hierarchy, the more capable they are of thinking (Kohtakangas et al., 2015). Leaders cannot possess this thinking ability without extensive knowledge, especially related to knowledge about achieving organizational goals. The second is emotional literacy (understanding emotions). Third, people skills (knowledge of how to interact with other people) refer to a leader's capacity to communicate ideas, attitudes, and values to his or her workforce. In any case, the importance of communication skills should not be underestimated because it has significance in; a) motivating employees to work diligently and actively, b) conveying emotional expressions of leadership, c) delivering information, and d) controlling employee conduct. Fifth and last, Managing Diversity has become a natural law, recognizing that persons are not created equal. As a result, cultural plurality is a reality in any organization. The policy that leaders of public organizations must implement is

that cultural diversity must be viewed as a source of wealth that must be exploited rather than a problem that must be eliminated. As an integrator, prioritizing groups and work units are often easy to arise in organizations. This may be because the organization demands excessive specialization, an inadequate or irrational system of allocation of funds and resources, and a lack of a systematic approach. Fifth. Managing Ethics, the ability of a leader to manage ethics is very much needed because, with ethics justice, which is one of the organization's goals, it may be shown to the public. Sixth ability to learn (learning skills).

By becoming a model, the role of a good leader in decision-making, managing conflict becomes increasingly significant because, in the future, leaders are valued not only from their position but from the role they play. There are four leadership roles seen by the principal of SMP Nurul Jadid Paiton Probolinggo in making decisions: first, managerial as a work center or called the entrepreneur role. In this case, the principal of SMP Nurul Jadid always tries and strives to improve SMP Nurul Jadid and adapt it to change the unfavorable conditions. The term entrepreneur by Mintzberg was borrowed from economists. However, it has a different meaning in entrepreneurial economics, it focuses on initial jobs, but in this case, it focuses on all work related to managerial, not only on initial work. Second, anticipating a threat (disturbance handler), this role can be seen when the principal of SMP Nurul Jadid responds to various pressures and disturbances. Disruptions that arise are because leaders ignore the situation until they find a way out and because good leaders cannot anticipate all the consequences of their actions. Third, as a resource allocator, this role can be seen in the headmaster of SMP Nurul Jadid when he is responsible for deciding who and what he gets from his performance at school.

According to the principal of SMP Nurul Jadid, the most critical resource is time; this can be seen when the principal can manage his time in school. In addition, the leader also has the task of designing the organizational structure, the pattern of relationships that determine how work is divided and coordinated. Fourth, the leader actively participates in the negotiation arena as a negotiator. From time to time, the organization will always be involved in this negotiation arena with other parties outside the organization or with individuals. This is done and displayed by the principal of SMP Nurul Jadid when interacting with external parties such as collaborating with junior high schools in the Probolinggo district in the MGMP and conducting comparative studies either to Surabaya or to Jombang. This kind of process expects leaders to develop strategies that benefit the organization, and in turn, decision-making is an activity that cannot be avoided (Mintzberg & Voyer, 1989).

A decision-making process is described as a process of picking decisions or policies based on specific criteria, according to the Big Dictionary of Science (Dagun, 2006). When faced with an ambiguous circumstance, decision-making is the process of picking or determining numerous options among a variety of alternatives. Making decisions occurs when someone must make future predictions, pick between two or more alternatives, or make

estimations about the frequency with which forecasts will occur (Suharman, 2005).

Each leader will make different decisions according to the existing situation and conditions. One method of classifying widely used decisions is determining whether the decision is programmed. In addition, decisions can also be distinguished between decisions made under conditions of certainty, risk, and uncertainty. First, programmed decisions are based on customs, rules, or procedures. These decisions are routine and repetitive. Second, non-programmed decision-making is non-routine and unique decision-making that requires a particular solution (Arifin & Muhammad, 2016; Permadani et al., 2018). Third, the decision is in a condition of certainty. Fourth, decisions in conditions of risk (risk). In this condition, the leader knows the probability of each possible outcome, but complete information is not available (Murtiningsih & Lian, 2017). Fifth, under uncertainty, managers do not know the probabilities and may not even know the possible outcomes (Mohune & Tola, 2019).

The leadership roles of the SMP Nurul Jadid Paiton Probolinggo school principal in building teamwork include: 1) Showing his side, which means the headmaster of SMP Nurul Jadid Paiton is open to his subordinates about his matters such as his nature and attitude and accepts suggestions and advice. Criticism from his subordinates; 2) Build an atmosphere or climate of mutual trust; 3) Appreciate the ideas proposed by subordinates during meetings or discussions. Not arbitrarily rejecting the ideas of his subordinates; 4) Prioritizing the comfort of their subordinates, the hope is that when their subordinates or teachers and staff feel comfortable, the vision and mission of SMP Nurul Jadid will be more easily achieved through collaboration; 5) Taking into account the job satisfaction factor of subordinates in completing the tasks entrusted to them. A school principal must always consider what factors can lead to job satisfaction for subordinates in completing their tasks. Thus a harmonious relationship between leaders and subordinates will be achieved; 6) recognition of the status of members of the organization appropriately and professionally; in dealing with its members, the headmaster of SMP Nurul Jadid always tries to recognize and respect the status of his subordinates both appropriately and professionally. Appropriate and professional recognition of the status of members regarding the extent to which members can accept and acknowledge their power in exercising leadership; 7) Trying to stick to the commitments that have been decided together, as a role model, the principal must be the first person to stick to the commitments he has made with his subordinates; 8) View that teamwork is the best effort.

In order to form a work team, there must be a shared vision, mission, and goals that must be developed through brainstorming for mutual agreement to be reached. At SMP Nurul Jadid, one of the characteristics that have been developed is a clear division of tasks so that each member is aware of his or her responsibilities. Team members' sense of duty and commitment will be enhanced as a result of this project. A team still requires a leader who can motivate and create a suitable work environment, and this leader must be able to think clearly and take responsibility. Many vital characteristics that

individuals provide to a team include competence, the knowledge and experience of team members in a specific midwifery specialty that can contribute to attaining team goals, and commitment. Learning ability (Learning) is the ability of team members to learn, which directly impacts the learning ability of the team as a whole. Seriousness (Commitment) refers to the level of commitment that team members can demonstrate in carrying out the responsibilities that have been allocated to them. The ability to work collaboratively with each individual as a team member, collaboration (Collaboration), and collaboration inside and between teams are all examples of cooperation (teamwork). Communication (Communication) is how each team member's communication skills are developed. Trust, or the degree to which one has faith in one's teammates. Each team member's motivation is defined as the motivation that they have.

When a group of people works together, their efforts yield superior performance to the sum of their contributions. A work team develops positive synergy by working together in a coordinated manner. Because of their efforts, they achieve a level of performance that exceeds the sum of their contributions. The above definition indicates that the performance achieved by a team is superior to the performance gained by an individual in an organization or corporation (Sopiah, 2008).

A team is made up of two or more persons who collaborate and coordinate their efforts in order to accomplish a specified goal. A team is a working group formed to achieve the common goals of an organization or a group of people in their community. Teamwork refers to a group of people who have complementary skills who work together to attain a common goal through performance achievement and an approach they rely on. According to Griffin in Devi Intan Khairani, teamwork is an activity carried out by a group of workers that work together as a unit, usually without supervision, to carry out duties, functions, and activities connected to their jobs and that is related to their jobs. Teams are made up of persons who have been assigned to work together. There is a strong sense of interdependence when it comes to achieving a goal or completing a task. It is assumed that the outcomes obtained by working in a group will be superior to those obtained by working alone. The primary purpose is to create a working unit that functions as a soldier with solid membership identification and cooperative efforts (Khairani et al., 2018).

In an organization, a structural or functional team is a way to increase productivity, use resources effectively, save costs, improve quality, etc. It is stated that the group will feel more successful when it works and becomes a more productive unit, namely a team or workgroup. Based on the work of Robbins and Judge in Hardiyanto, teamwork is defined as a group in which individuals achieve a level of performance that is greater than the sum of their contributions (Hadiyanto, 2004). A task's success will enhance productivity even further if people are willing to work in a team by committing to giving their all and putting their best foot forward. As a result, team members must collaborate successfully to achieve the objectives that have been established.

CONCLUSION

Leadership is an art in influencing people or subordinates. Leadership has several kinds of roles, including making decisions and building teams. The role of the leader in making decisions at SMP Nurul Jadid is as an entrepreneur, as a deterrent to distractions, as a resource divider, as a negotiator. While the role of leadership in building teamwork at SMP Nurul Jadid is to show his side, build an atmosphere or climate of mutual trust, respect the ideas proposed by his subordinates, prioritize the comfort of his subordinates, take into account the job satisfaction factor of subordinates, acknowledgment of the status of members of the organization appropriately. Moreover, professional strives to adhere to commitments view that teamwork is the best effort

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