Factors Influencing Principals' Decision-Making
A Literature Review

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Abstrak

Pengambilan keputusan merupakan proses kognitif manusia yang menghasilkan pemilihan keyakinan atau tindakan di antara beberapa pilihan alternatif yang tersedia, baik secara rasional maupun irasional. Artikel ini bertujuan menyelidiki faktor-faktor yang mempengaruhi kepala sekolah dalam mengambil sebuah keputusan terhadap suatu masalah yang dihadapi. Penelitian ini menggunakan metode literature review, dimana data diambil mulai tahun 2018 sampai 2024. Artikel ini mengidentifikasi hal tersebut   faktor-faktor internal dan eksternal. Artikel ini dapat bermanfaat dari aspek teoritis, yaitu meningkatkan pengetahuan tentang faktor-faktor yang mempengaruhi pengambilan keputusan kepala sekolah dan pentingnya peran kepala sekolah dalam pengambilan keputusan.

Kata Kunci: decision making, faktor internal, faktor eksternal

Abstract

Decision-making is a human cognitive process that results in the selection of beliefs or actions among several alternative options available, both rationally and irrationally. This article aims to investigate the factors that influence school principals in making a decision on a problem faced. This research uses the literature review method, where data is taken from 2018 to 2024. This article identifies these internal and external factors. This article can be useful from the theoretical aspect, namely increasing knowledge about the factors that influence the principal's decision making and the importance of the principal's role in decision making.

Keywords: decision making, internal factors, external factors

INTRODUCTION

Leadership is basically a way of how a leader influences, directs, motivates and controls his subordinates in certain ways, so that subordinates can complete their work tasks effectively and efficiently. The function of the leader is to facilitate the cooperative achievement of goals among followers and at the same time provide opportunities for their personal growth and development [1].

An effective leader must have both technical and conceptual skill dimensions. Management effectiveness is demonstrated by the leadership capacity to apply problem-solving techniques, which will have a major impact on organizational success [2]. So that in making decisions a leader is influenced by several factors, namely leadership, skills, communication and employee performance [3].

From a principal's perspective, thinking is closely related to decision-making and problem-solving. To achieve effectiveness and efficiency in this regard, decision-making should be pursued as best as possible. The decision-making process involves selecting from a number of available alternatives to determine the direction of the goal to be achieved. These alternatives can be physical conditions, creative efforts, or a place to gather thoughts, feelings, and knowledge to carry out an action [4]. A principal or leader must be able to choose a decision-making model that is appropriate to the problem at hand, because decision-making is the main task of a leader. In fact, it can be said that the daily life of a leader or principal is always related to decisions. Therefore, a leader must be able to improve skills in decision-making so that the organization being led develops in accordance with the goals that have been set [5].

As a leader in taking is influenced by two factors, namely internal and external factors. Internal factors are experiences and personality or character of each individual, while external factors are the influence of the involvement of people around [6]. Decision making is a major study that has been, is and will be an important study in organizations. Decision making is a systematic approach to the problem at hand. This approach involves knowing the essence of the problem at hand, collecting facts and data relevant to the problem at hand, analyzing problems using facts and data, looking for alternative solutions, analyzing each alternative so that

the most rational alternative is found and assessing the output achieved [7].

Decision making is part of the management function to choose various solutions when making decisions. Decision making is part of the role of the principal and is very important, decision making aims to make the school a quality container and how to survive the onslaught that arises in internal and external institutions [8]. Decision making has a function, among others, as the starting point of all conscious and directed human activities, both individually and in groups, both institutionally and organizationally. In addition, decision making is also something that is futuristic, meaning that it is related to the future, the future, where the effect or influence takes place quite [3].

In making decisions used by institutional leaders, both men and women certainly use several basic models in decision making such as rational, intuitive, spontaneous, avoidance, and dependent. In making decisions, male and female principals have their own characteristics. Both women and men have the ability to be effective leaders, but both men and women can be leaders in accordance with their respective genders. However, for leadership roles in education, women are better or more effective in terms of motivating and communicating and can create a good work environment [9].

In theory, obstacles or obstacles when making decisions are basically due to several reasons such as obstacles that come from within the leader or at the educational institution in the principal himself, besides being an obstacle there is the problem itself, obstacles that come from within, past failures, understanding information that is less accurate or less precise, uncertainty and inability to manage time [9].

Based on the description above, as a leader before making a decision it is very important to know the factors that influence decision making in accordance with the school community. However, based on the

current literature, there are still few articles that discuss what factors can influence decision making. Therefore, the researcher is interested in conducting a literature review.

METHOD

This research uses the literature review method. With the aim of identifying, searching, evaluating, and interpreting all existing research. The researcher collected articles from Google Scholar to complete this research, which were published from 2018 to 2024. Then the researcher used the keywords "Factors that influence the principal's leadership in decision making,"

"decision making," decision making". The researcher used 13 relevant articles for this study. Then the articles were thoroughly analyzed and compiled into a discussion of this article.

RESULT AND DISCUSSION
Result

This section reports the main findings from the review articles. The results of the article review found that there are several factors that influence school principals in making decisions. According to Putri [10] there are two factors that influence principals in making decisions, namely internal and external factors..

Table 1. Review Table

No	Penulis	Hasil
1	[10] Faktor yang mempengaruhi kepemipinan kepala sekolah dalam pengambilan keputusan	In general, the principal's leadership factors in decision-making include several processes, including internal factors that involve various actions when making decisions. These internal factors serve to provide input to the principal for the common good and goals. As a leader, the principal must understand a good context in decision-making. Decisions made by principals greatly affect the future of the school they lead.
2	[11] Faktor Yang Mempengaruhi Kepala Sekolah dalam Mengambil Keputusan	There are several factors that influence principals in making decisions, including organizational culture and self-concept. In addition, there are several other factors that influence decision making, namely position, problem, situation, conditions, and goals. In addition to this, there are several things that influence, namely: Internal state of the organization, external state of the organization, availability of necessary information, personality and decision-making skills.
3	Rahayu [5] Peningkatan Kemampuan Kepala Sekolah Dalam Pengambilan Keputusan	A principal or leader can choose a decision-making model that is appropriate to the problem at hand. The principal is responsible for carrying out leadership functions, both related to education and in creating good relations with the community and the surrounding environment. With this leadership, the principal is expected to be able to make effective and efficient decisions.
4	Affandi, et al. [8] Gaya Kepemimpinan Kepala Sekolah dalam Mengambil Keputusan.	The results showed: that the principal's leadership style in making decisions is a charismatic leadership style used by the Principal of SMA Negeri 5 Samarinda, while SMA Islam Bunga Bangsa with a democratic leadership style, the process in making decisions by involving teachers and some teachers, with the basic process in making decisions the principal of SMA Negeri 5 Samarinda and SMA Islam Bunga Bangsa by involving intuition and opinions of other parties, the model in making decisions using data and facts in making decisions.

5	[12] Gaya Kepemimpinan Dalam Pengambilan Keputusan Kepala Sekolah Di Madrasah Ibtidaiyah Swasta Banua Rantau	The results showed that the leadership style with a situational model of participatory style, madrasah principals in making decisions see the problems that occur if the problem is structured or programmed such as the preparation of lesson plans and grade increases, madrasah principals as educational leaders involve subordinates in decision making. The factors that influence the leadership style of the madrasa principal in decision making are influenced by educational background, experience and additional knowledge, as well as the maturity of followers or subordinates.
6	[13] Hubungan Pengambilan Keputusan dan Iklim Organisasi terhadap Kinerja Guru Madrasah Tsanawiyah di Kabupaten Tangerang	The decision-making process in private MTs has shown clear and detailed stages, starting from defining problems, identifying problems, formulating alternative solutions to problems, assessing alternative solutions to problems and determining problem-solving decisions. The decision-making process is carried out by involving teachers, to provide suggestions in every decision-making through discussion forums, or madrasah work meetings. The results of decision-making are a collective agreement, of course teachers are part of the organization so that it will provide its own satisfaction for individual teachers to uphold the results of the agreement and try to carry out the decision seriously to improve their performance.
7	Nugraha, et al. [6] Kepemimpinan Kepala.Madrasah Dalam Pengambilan Keputusan Di Madrasah Alyah Hidayatul Mubtadiin Jati Agung Lampung Selatan.	Factors that influence the leadership of madrasah principals in decision-making MA Hidayatul Mubtadiin Jati Agung South Lampung are personality, experience, time, and people involved in decision-making.
8	Hanafi [14] Gaya Pengambilan Keputusan Kepala Sekolah Dasar Ditinjau Rasional Dan Intuitif	The results of this study indicate that the decision-making style has a positive effect and shows that there is a There is a very significant difference between rational decision-making style and intuition decision-making style. intuition decision-making style
9	Jannah, et al. [15] Peran Pemimpin dalam Pengambilan Keputusan	In decision making, a leader in seeing and observing a problem, investigating and digging up accurate and relevant information in the sense of not accepting rawly, prioritizing organizational interests not personal interests, having several alternative or backup choices that are the best, and considering something that will happen with the chosen decision.
10	Rogahang [16] Pengaruh Struktur Organisasi dan Tim Proses Terhadap Pengambilan Keputusan Kepala Sekolah	The results showed that the influence of the organizational structure and process team had a positive effect on decision making. Based on the results of this study, the researcher suggests to the principal to improve the organizational structure and team process in the school organization in order to make decisions effectively, and ultimately achieve school goals.

11	[17] Kepemimpinan Kepala Sekolah Dalam Pengambilan Keputusan di SMK Muhammadiyah Bumiayu Kabupaten Brebes	The principal in determining decision-making should involve all those involved in dealing with situations and conditions and determining several alternative decision options, which will later be narrowed down to a final decision. A good and responsible decision maker requires a smart, brave, assertive and communicative personal character.
12	[18] Pengambilan Keputusan dalam Kajian Manajemen Pendidikan IslamPengambilan Keputusan dalam Kajian Manajemen Pendidikan Islam	There are two things that influence a principal or leader in making decisions, namely, leadership style and personality. Decision-making by the principal must also encourage the realization of the school's vision and mission through planned and gradual programs both in the short and long term.
13	[19] Pengambilan Keputusan Pimpinan Di Smp Al-Kautsar Bandar Lampung	The results showed that, Leadership Decision Making at Al-Kautsar Junior High School in Bandar Lampung in determining and making a decision, leaders always carry out processes in the form of problem identification, identifying criteria, giving weight to criteria, developing alternatives, analyzing alternatives, choosing one alternative, implementing alternatives, and evaluating decision making.Decisions made by leaders are based on mutual agreement, and always tend to be careful in determining a decision, and based on management functions.

The following internal factors can influence decision making; First is leadership style [8, 20, 21], Second is Personality [5, 6, 11, 17, 22], Third is Experience [3, 6, 15, 23], Fourth Decision making style [14] and Fifth Decision making model [5, 23].

External factors that can affect decision making are; First is Communication [3, 17, 24], Second is Deliberation [8, 14, 15, 19, 20], Third is Structured / programmed / Strategic solutions [13, 15, 24, 25], Fourth is an individual approach [26] and Fifth is Organizational Structure or people involved [6, 16].

Discussion

Based on the discussion of several articles presented, it can be concluded that decision-making by a principal is a crucial aspect in the managerial effectiveness of an educational institution. Factors that influence this decision-making are very diverse, ranging from leadership style, skills, communication, to employee performance. The decision-making process can be intuitive or analytical, depending on the situation and the complexity of the problem at hand.

One of the main factors in decision-making is leadership [8, 20, 21]. The leadership style applied by the principal may vary, such as democratic, charismatic or rational. In this context, democratic leadership [9] tends to involve the participation of teachers and staff in the decision-making process, while charismatic leadership style relies more on the vision and inspiration of the principal. In addition, the personality and strategies [6] of the principal also influence the decision-making process, where personal experience, skills and character play a significant role.

In making decisions, principals need to consider various factors, such as organizational goals, internal and external conditions, and common interests. A good decision-making process will involve problem identification, data collection, analysis of problem-solving alternatives, selection of the best solution, and decision implementation. [13] In addition, effective communication and active participation from all members of the organization are also key in achieving quality decisions that support the vision and mission of the school.

In addition, research results show that effective leadership in decision-making can improve teacher performance and the overall school organization. Therefore, it is important for principals to continuously develop their decision-making skills in order to achieve organizational goals effectively and efficiently [17]. Thus, decision-making by principals is not just an action, but the core of the entire management process. Through appropriate and quality decision-making, principals can have a significant positive impact on the progress and development of the school and all its members.

CONCLUSION

Decision making is one of the factors that is very important for the continuity of an organization carried out by a leader. As a leader who is the driving force of an organization, many things influence in every decision making based on the results of the discussion above, the factors that influence a leader in decision making include internal and external factors. Internal factors include leadership style, personality, experience in decision making, decision making style, model in decision making, one's position and educational background. While those included in external factors include communication, deliberation, a comprehensive plan, a personal approach and organizational structure.

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