



PRINCIPAL'S ASSERTIVENESS IN MAKING DECISIONS WITH HIGH COMMITMENT

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Abstract:

Assertiveness as a leader is a must, without clear assertiveness a leader will be easily influenced by others. As a good and firm leader, a school principal's assertiveness in making decisions is essential for upholding justice and discipline within the school organization. However, in this era of globalization, even though many advances in science and technology are developing very rapidly, human resources in Indonesia are still relatively low, especially in the field of educational institutions, namely in the decision-making process within school organizations. Therefore, the need for a firm leadership school in making decisions. This research method uses qualitative research methods with a literature approach. The data sources for this research come from relevant books and journals in line with the topic of discussion. The results of this research. A school principal, in leading an organization, must be able to have a firm nature both in terms of regulations and in making decisions through deliberation and must be able to uphold a commitment to decisions that have been made through deliberation.

Keywords: Principal, Assertiveness, Decision-making

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INTRODUCTION

The current era of globalization is an era with advances in science and technology that are growing rapidly and can give rise to various kinds of competition in various fields. With the progress of the current era of globalization in the scientific field, Indonesian society must further improve the quality of human resources that are superior and capable of being competitive in mastering science and technology and having a high work ethic (Khoiruddin et al., 2023). Human resources have a significant role, especially in improving quality. Quality human resources are responsible for education, especially in preparing students, and they must be able to develop important aspects within themselves.

Quality human resources must be able to develop abilities, be able to take on roles well and be able to uphold national values in order to educate the life of the nation, aiming to develop the potential within students to become human beings who have high values of faith, assertive, have adequate knowledge, creative and independent. Education is one of the requirements for making a nation more advanced, so it must start from early childhood education and continue to university (Malikah & Wafroturrohman, 2022). Education is an investment in human resources, and quality education will also have quality human resources. Natural resources that have quality cannot be doubted in one way or another. Usually, someone with quality can develop their abilities well in various educational and non-educational fields.

School is an educational institution run by the government or private sector, which is the forerunner of the intelligent young generation and becomes a forum for students to develop their talents (Rusliyawati et al., 2022). Educational institutions or schools have a significant role for students in gaining the knowledge provided by educators. Schools are formal institutions where some students and

educators engage in continuous learning activities. The most basic activities at the beginning of education are primary, secondary, and senior education. Basic education is the beginning of students gaining knowledge from educators. This educational institution functions as a means for the Indonesian nation to develop quality human resources capable of making the Indonesian nation intelligent (Khoiruddin et al., 2023). So, with the existence of a formal educational institution, namely a school, the goals of education will be in line with the goals of national education, namely, in essence, by making the people prosperous, making the life of the nation smarter, and also creating quality human resources.

In the success of a goal in an educational institution or school, the principal has a very important role in coordinating, making decisions, and aligning educational resources (Khoiruddin et al., 2023). A school principal carries extensive duties and responsibilities. Therefore, a school principal must be able to coordinate, make decisions wisely, and provide clear direction to his subordinates. A leader in a school has a significant role in an institution because what has been determined by the leader must be carried out well. Therefore, the principal must be able to make decisions carefully and correctly without taking sides with anyone. A person's good leadership is leadership that can be a motivation, advice, and supervision for his subordinates so that he is called a good leader and successful in carrying out his duties, which can be seen from the assertiveness of the decisions that have been made, the style in leading him to achieve a goal together which has been determined by deliberation (Wati et al., 2022). A good leader is responsible for the tasks he carries out, must be able to maintain his authority, and must be a wise leader in making decisions. Therefore, a leader must be able to carry out his duties as well as possible so that what he undertakes can be achieved in accordance with his expected goals and have assertiveness in making all decisions without being negatively influenced by various parties.

Assertiveness is one of the things that loyal human beings must have in order to face other people without causing insults. In relationships between human beings, assertiveness includes delivery and implementation in the right way. As a good and firm leader, a school principal's assertiveness in making decisions is essential for upholding justice and discipline within the school organization. A leader who is good at making decisions and can implement these decisions into regulations within the school organization will be easily respected by his subordinates. The leadership he leads will be easily recognized by his subordinates (Efendi, 2022). The assertiveness that a leader has is a necessity. Without clear assertiveness, a leader will be easily influenced by other people, so the decisions taken by the leader will likely not be obeyed by his subordinates. The leader will be said to not have assertiveness in leading an organization and will not be acknowledged. A madrasa head who finds it difficult to make decisions, his decisions usually always change and are not consistent with his attitude. Policies or decisions that are usually issued by the head of the madrasah will usually be discussed together with the teacher's council, which is within the school organization. However, after the decision is made jointly with the head of the madrasah, the decision will change within a few hours when the head of the madrasah meets his parents as the foundation that owns the school. Usually decisions that the teacher's council has mutually agreed upon are suddenly changed by the principal, making the teacher council feel disappointed with the leadership they lead when making the decisions they make.

Based on the background description, the author intends to conduct this research titled "Principal's Assertiveness in Making Decisions with High Commitment" to examine the assertiveness of school principals. This research also further examines the assertiveness of school principals in making decisions.

METHOD

This research aims to examine the assertiveness of school principals in making decisions in the organization they lead. This research uses a qualitative method with a literature study approach. The data sources in this research come from scientific articles, various journals and books that are relevant to the topic of research discussion.

RESULTS AND DISCUSSION

Assertiveness is an attitude from within oneself to have a brave stance, be honest, lead directly to a goal, have high self-esteem, and have a firm stance so that every action taken or taken is full of many considerations (carried out maturely). There is no hesitation in carrying out an action. In other words, assertiveness makes you build better relationships with fellow colleagues. Besides that, someone who is assertive will get satisfaction in fulfilling the desires and needs of colleagues so that they can respect themselves (Khoiruddin et al., 2023). Therefore, assertiveness is a person's attitude or stance to dare to be honest, leading directly to a goal. In being assertive, you must be able to consider or think carefully when carrying out an action or decision. Assertiveness is a person's ability to deal with other people without having to cause division or insult others.

In human life, assertiveness between people is needed so that when conveying or carrying out tasks, they can be carried out on time without any obstacles. Assertiveness is a human trait to respect each other's feelings (Efendi, 2022). Assertiveness is one of the criteria that leaders must be ready to possess. This assertiveness is related to describing a person's self-confidence in facing something (Chrisharyanto, 2014). A human being must be assertive in making a decision or action so that when he does something, it does not cause division between fellow humans. Good assertiveness is someone who can carry out things on time in doing something.

A school principal is someone who can lead an educational institution in accordance with a very, very complex role. Apart from his role as principal, the principal also regulates the efficiency and effectiveness of the school so that it runs smoothly and must also be able to improve the performance of its employees (Jamrizal, 2022). The role of the school principal is very important in improving the performance of his employees. The role of the principal is not only as a leader in an educational institution but also as an administrator, facilitator, and supervisor. The principal has a significant influence and role in a school. One of the important roles of the principal is realizing the school's vision. The role of the school principal in realizing the vision will have a positive impact on the progress of the school he leads (Tuwo, 2022).

The leadership of the school principal in the world of education has a vital role in developing the quality of the school he leads. Whether educational goals are achieved or not really depends on the role of the school principal, namely in the form of supervision of teachers and education staff. This is stated in the Ministry of Education and Culture Regulation No. 6 of 2018 Article 15 paragraph 1 which states, "that the principal's responsibility is to carry out the main duties of managerial, entrepreneurial development and supervision of teachers and educational staff". The principal's policy is to not only be able to guarantee quality in an educational institution. However, it must demonstrate value in the educational institution itself. It must be proven by the relevant institutions appointed by the Ministry of Education for primary and secondary education levels (Prasetya et al., 2022). Regarding the explanation above, the principal's leadership is essential in advancing and developing the school he leads. Whether or not the goals of the school are implemented is the role of the principal to carry out his duties well.

The principal's assertiveness is a strategy to create discipline in the school community. The school principal's assertiveness in achieving the vision and mission is highly expected; therefore, planning, organizing, and controlling must be implemented (Riduansyah, 2019). The principal's assertiveness is essential in making decisions; however, he must still communicate with other teachers. In determining policies and making decisions, the principal cannot make decisions based on his own will. He must consider input from teachers and parties involved in school institutions, as well as considering the existing learning system (Fatimah, 2022). School principals should be more firm in decisions relating to school regulations, must emphasize discipline towards all school members, have harmonious relationships with school members, and must carry out their duties with full responsibility.

Discipline development is significant to improve teacher performance. Leaders must be able to help employees develop patterns and increase standards of behavior, as well as implement rules as a tool to enforce discipline (Setiyadi & Rosalina, 2021). A school principal must be able to be firm with all decisions or actions he has made either to students or to the teacher council to follow the regulations he has made. The principal's assertiveness is essential both before and after making decisions. A school principal who can maintain assertiveness within himself when leading as a leader will be recognized by various parties, especially the school community.

Decision-making has an essential role in the progress or decline of an organization. Making the right decision will result in a change in the organization for the better, but on the other hand, making the wrong decision will have a negative impact on the organization and its administration. Decision makers must be able to carry out the decision-making process and carry out the process of delegating authority well. Decision-making requires skills ranging from gathering information, searching for decision alternatives, choosing decisions, and managing the consequences or consequences of decisions that have been made. The decision-making process is related to the accuracy of the approach taken. Whether a decision result is good or not depends on the approach used. Each approach has different advantages depending on the type of problem faced. Therefore, using one approach is ineffective in solving all the problems faced. The decision-making process is a rational effort by the administrator to achieve the goals set at the beginning of the planning function. The process begins and ends with consideration. It requires creativity, quantitative skills, and experience. The sequence of steps is as follows (Rifa'i, 2019): Determining the problem, analyzing the existing situation, developing alternatives, analyzing alternatives, and choosing the best alternative. The opinion above confirms that the decision-making process selects alternative problem solutions for the best solution. If done sensibly, this process is longer and takes time, but the possibility of errors can be minimized.

Decision-making is very important in determining action. Principals must consider many factors that could potentially influence the decision-making process. One must think rationally, not emotionally in making ethical decisions. These decisions require conscious thinking skills. Making the right decisions uses a systematic approach to the nature of a problem by collecting facts and data. Determining a mature alternative to take appropriate action is based on certain criteria regarding two or more suitable alternatives (Pashar & Dwiantoro, 2020). Decision-making is a process of human awareness of individual and social phenomena based on factual events and thought values which include behavioral activities of one or several alternatives as a way out to solve the problems faced (Azrafiandi & Agustin, 2023). Decision-making is very important because it determines an action that will be taken after making the decision. In making correct decisions, leaders must be conscious and not take sides with just one party. However, all parties must be able to benefit in making these decisions.

Decision-making should be carried out through decision-making processes and procedures. The decision-making process is: 1) identifying the problem, 2) identifying decision criteria, 3) giving weight to the criteria, 4) developing alternatives, 5) analyzing alternatives, 6) selecting an alternative, 7) implementing the alternative, 8) evaluating the effectiveness of the decision. Decision-making follows several stages, and sequentially these stages are: 1) setting specific targets and objectives and measuring results, 2) identifying and defining the problem, 3) setting priorities, 4) considering the causes of the problem, 5) developing alternative solutions, 6) evaluation of alternatives, 7) selection of solutions, 8) implementation and 9) follow-up. From the opinions above, it can be concluded that the decision-making process includes problem identification, collecting data and information, developing various problem-solving alternatives, evaluating problem-solving alternatives, selecting the best alternative, and implementing the decision. In its implementation, decision-making must pay attention to the effectiveness of decision-making so that there is conformity between the problems faced and the problem solutions taken. Effectiveness is the ability to choose goals by utilizing the proper facilities and infrastructure to achieve goals (Putra, 2014). Decision-making by the school principal supported by a management information system helps schools achieve educational goals. If the school principal makes a decision, he must pay attention to how effective the decision is in dealing with problem-solving.

Commitment is a basic attitude in our hearts and minds that regulates our behavior. Commitment can also be used as a principle to regulate how we should lead if we become leaders someday. Through commitment, we can also regulate our actions so that the actions we take or the actions we make are not wrong. Commitment to a service is very important. Because in everything we do, we really need a strong and unwavering commitment. If someone is unable to make a commitment then whatever he does will not work well. Often we do things or make decisions without thinking long, which makes us seem to be playing around with our commitments. The commitments we make as leaders can help us become better people, too. Without realizing it, we can feel the commitment we make in leadership either directly or indirectly (Goni & Frans, 2023). Commitment is a high level in a person who feels he has integrated himself with the organization and is willing to try and act for the benefit of the organization (Husnah et al., 2021).

A school principal who shows high commitment must focus on curriculum development and teaching and learning activities. He will pay attention to the level of competence possessed by teachers and will also always try to facilitate and encourage teachers to improve their competence continuously. High Commitment is a person's decision with himself, whether he will do something or not. Ethically, commitment shows steadfast will, a firm attitude, sincerity, and determination to improve. Commitment is related to a person's decision himself whether he will carry out an activity (Lubis & Jaya Indra, 2019). High commitment is the attitude of a person who feels he has integrated himself with the organization and is willing to try and act for the benefit of the organization. High commitment is very useful for someone doing something so that they do not hesitate to make a clear commitment. Based on the explanation above, a school principal's assertiveness is needed in making a decision. In making a decision, the principal should be able to listen to all suggestions from all parties taking part in the activity so that the principal can consider a decision, make a final decision after the activity is completed, and get a verdict or result of the activity.

CONCLUSION

The principal's assertiveness is essential in making decisions. However, he still has to communicate with other teachers. In determining policies and making decisions, the principal cannot base his decisions on his own wishes; he must consider input from teachers and parties involved in the school institution, as well as considering the existing learning system. A school principal must be able to be firm with all decisions or actions he has made either to students or to the teacher council to follow the regulations he has made. The principal's assertiveness is essential both before and after making decisions. A school principal who is able to maintain assertiveness within himself when leading as a leader will be recognized by various parties, especially the school community.

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