
Leadership in Decision Making

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Abstract

This research aims to examine the role of leadership in decision making in organizations, considering that decision making is a critical aspect that determines the direction and success of an organization. Using descriptive qualitative methods, this research collected data through in-depth interviews, participant observation, and documentation studies from leaders in government and private organizations. The primary goal is to understand how leaders navigate the decision-making process, the challenges faced, and the impact of decisions on the organization. Data analysis was carried out using content analysis techniques to identify main themes related to leadership practices in decision making. The results of this research are expected to provide useful insights for organizational leaders in developing more effective decision-making strategies and contribute to management literature on the influence of leadership on organizational effectiveness. This research reveals that a deep understanding of the situational context and leadership adaptability are essential in improving decision-making processes in organizations.

Keywords: *Leadership, Decision Making, Qualitative Methods, Organizational Management, Content Analysis.*

INTRODUCTION

In government organizations and private organizations, the leader is the person in command, so that the organization will move forward depending on the leader. However, a leader will not be able to carry out his duties alone, therefore he must work together with other people.

One of the important tasks of a leader is to determine what is best for the organization and its members. However, in making decisions, leaders sometimes face dilemmas. Sometimes leaders make wrong decisions that are detrimental to the organization. The speed and accuracy of a leader in making decisions is usually a measure of his competence and credibility.

Decision making is a very important thing for individuals and organizations. Making decisions is sometimes easy but more often very difficult. The ease or difficulty of making a decision depends on the number of alternatives available. The more alternatives available, the more difficult it will be for us to make a decision. The decisions taken have different levels. There are decisions that do not have much influence on the organization, but there are decisions that can determine the survival of the organization. Therefore, you should make decisions carefully and wisely. This article raises the problem: "what is the role of leadership in decision making in an organization?"

METHOD

This research uses descriptive qualitative methods, which aim to understand the phenomenon of the role of leadership in decision making in organizations. This method was chosen because it

allows researchers to explore how and why leaders make certain decisions, as well as the impact of these decisions on organizational performance.

RESULTS AND DISCUSSION

Leadership

Leadership in the general sense is showing the process of a person's activities in leading, developing, guiding, influencing and controlling the thoughts, feelings or behavior of other people.

GR Terry stated that the leadership requirements related to decision making are as follows:

1. realistic;
2. resourceful;
3. can take initiative;
4. emotionally stable;
5. is a stable communicator;
6. participatory in the social field.

Decision Making

Decision making is the process of making choices from a number of alternatives. Decisions are born from a process, in which there is intensive discussion, in-depth exchange of ideas with sharp analysis. Therefore, decision making is very important in management and is the main task of a leader. The results of decision making are rules that will be used as a guide to direct subsequent behavior. The focus of decision making is on the ability to analyze situations by obtaining as accurate information as possible so that problems can be resolved. Types of decisions in an organization can be classified based on the amount of time required to make the decision. How the organization should be involved in making decisions, and on what part of the organization these decisions are focused.

The decision-making process must go through certain stages in an orderly manner, such as the initial stage and the validation stage. After knowing the stages of decision making, then to get a definite decision through several processes.

There are seven criteria that can be used to determine whether a decision-making procedure has high quality, namely:

1. By comprehensively collects a wide range of alternative courses of action;
2. Surveying the full scope of the outcomes of the goals to be met and the values that comprise a choice;
3. Carefully weigh any negative consequences;
4. Intensively search for new, relevant information to evaluate alternatives;

5. Accurately assimilate and pay attention to assessments provided by experts and new information;
6. Review the negative and positive consequences of all alternatives;
7. Detailed conditions for implementing selected actions.

Some decision making methods that can be used in organizations include:

1. Authority without discussion

This method is often used by the military and is quick to make decisions and is suitable if the decisions being made relate to routine issues that do not need to be discussed;

2. Expert opinion

This method will work well if a member of a group who is considered an expert does not doubt his ability in a particular matter by its members;

3. Agreement

This method involves various elements in making a decision, all members fully participate. This method is especially important when dealing with critical and complex issues.

The appropriate use of these three methods must be adjusted to:

1. The amount of time that is available and can be utilized;
2. Capabilities possessed by group leaders in managing decision-making activities; And
3. The level of importance of the decision to be taken by the group.

There are several points in the decision making process as follows:

1. A person's perception of the environmental situation is very important and is sensitive to situations that may be the cause of problems;
2. Trying to understand what is actually happening in a particular problem situation;
3. Defining the problem faced to be solved;;
4. Determining alternative methods and solutions;
5. The implementation of selected alternatives is based on in-depth analysis which in turn turns into confidence, accuracy of choice and effectiveness.

The following is a description of the decision making process:

1. *Decision-making*

Decision making is basically the process of solving problems that hinder or hinder the achievement of goals. In order for a problem to be solved, it must first be identified what the problem is.

2. *Looking for alternative solutions*

Once the problem is identified, a search can be carried out for alternatives that might be able to solve the problem at hand. When looking for alternatives, you should not think about

issues of efficiency and effectiveness. The most important thing is to collect as many alternatives as possible. After the alternatives are collected, they are arranged sequentially from most desirable to least desirable.

3. *Choose an alternative*

After the alternatives are arranged, then alternative choices can be made that can provide benefits, in the sense of being able to solve problems in the most effective and efficient way. Before making a choice on an alternative, ask questions for each alternative.

4. *Alternative implementation*

Once the alternative is selected, it is time to put it into action. Implementation must be in accordance with the plan, so that the goal of solving the problem can be achieved.

5. *Evaluation*

After an alternative is implemented, it does not mean that the decision-making process is complete. The implementation of alternatives must continue to be monitored to see whether they are running as expected. If the implementation steps have been carried out correctly but the results achieved are not optimal, it is time to reconsider selecting other alternatives. The non-maximum results achieved may occur because potential negative influences actually occur, or perhaps negative influences that were not previously anticipated.

Making decisions requires courage, because every decision definitely has risks. The decision-making function as a leadership strategy plays a very important role. Courage in making decisions for an organization means that the leader knows how to achieve organizational goals that will benefit all members of the organization. A leader must be able to communicate decisions that have been made to members of the organization to be implemented.

The greater power possessed by leaders in decision making needs to be exercised democratically, including by: involving all parties, forming special teams that are given the authority to make relevant decisions and collaborating with other institutions.

Leadership Roles

Leadership roles are defined as a set of behaviors that are expected to be carried out by a person in accordance with their position as a leader. The leader's role is very large in making decisions and taking responsibility for the results. A leader is required to have skills, namely technical skills includes skills in applying knowledge and expertise, human skills include the ability to collaborate, understand and motivate other people and conceptual skills relate to decision-making abilities. Decision making occurs as a reaction to problems that occur in the organization. Decisions

must be made by the leader so that members can carry out various activities in order to realize and restore the existence of the organization.

There are three main roles of a leader, namely:

1. Interpersonal roles.

This means that a leader must appear in various official ceremonies, must be able to provide guidance and must consider cooperative relationships with subordinates;

2. Informational roles

Information to subordinates and being a spokesperson for the organization. This means that a leader must follow and obtain information about all activities, must provide;

3. Decision-making role.

This means that a leader must try to improve and develop the work unit he leads, must be able to overcome all obstacles faced, manage all resources (people, costs, etc.) and play a role in representing every work relationship with other work units. The leader's role in decision making is usually together with subordinates to select several existing alternatives to determine the goals to be achieved. The decision-making process must consider all aspects and according to needs. If the information is good enough, the level of accuracy of the decisions made is guaranteed.

Leadership behavior is an activity that is always goal-oriented, including decision-making activities, setting targets, interpersonal communication, exemplary behavior, giving rewards and punishments displayed by leaders to influence members to carry out work to achieve goals. Decision making is an important part of the activity in the leadership process in organizations. The decision-making process includes recognizing problems, analyzing problems, developing alternatives, deciding on the best solution and implementing decisions into effective action. The leadership process includes authority and responsibility for preparing work programs, implementing and evaluating them by directing subordinates in carrying out work programs. The leadership of each organization must facilitate the decision-making process and communication of decisions to all members of the organization to obtain support for implementing decisions.

CONCLUSION

Leaders must be able to make decisions in various situations, by choosing the best alternative among a number of alternative decisions they face. Alternatives must be chosen with the smallest negative risks so as not to harm the organization. Leaders must be able to explain the reasons for choosing one alternative decision in a way that is easiest to understand in order to get support in its implementation. Basically, decision making is the stages that must be used to make a decision.

Decision making is the center of organizational activities and is also the key to leadership or the essence of leadership.

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