

**HEADMASTER DECISION MODEL OF HUMAN RESOURCES DEVELOPMENT****Akhmad Munib**✉

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Info Artikel

Sejarah Artikel:
Diterima Oktober 2013
Disetujui Oktober 2013
Dipublikasikan
November 2013

Keywords:
Decision Making Model;
Human Resources

Abstract

Decision-making is an important thing at any time by a leader. In order decisions are taken in accordance with the objectives, the necessary information, values, and consultation with stakeholders. Head of Primary School of Pekunden and Islamic Al Azhar are well-known figure in the area, because it is unique in taking decisions. Uniqueness of Pekunden Elementary School based values attached to the school community that is associated with the timing, nature, and importance. While the head of the Islamic Primary School there is one thing that is different is the accountability to the foundation and to the Lord Almighty. To obtain the data used interview method is equipped with observation and documentation are carried out through a qualitative approach which aims to find the model, range, and impact of the principal decision-making in developing human resources in the State Primary School and Pekunden Islamic Al Azhar primary school Semarang. From the results of this study concluded that each school has a decision making model that is based on values, ways, and different approaches. As for advice to both (1) that the value that is owned by the school community not only is one thing to be considered in the decision, but it must be equipped with a reliable managerial skills, (2) should continue to explore, deepen, and expand their network in the school community to prepare a cadre of future leaders, and (3) seeks to minimize the impact of decision-making by increasing participation and communicate to the parties through a more humane approach.

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INTRODUCTION

The policy on investment in human resources, has actually stated in Law No. 20 Year 2003 about education system is the realization of the vision of the education system as a social institution is strong and authoritative to empower all citizens of Indonesia develop into a quality human, so able and proactive respond to the challenges of changing times. The mandate, implicitly implies about the awareness and recognition of the importance of the efforts of Indonesia to improve the quality of human resources through education.

Meanwhile, the national government is the owner of the highest authority in the national education, is responsible for providing services to people who are increasingly demanding quality education on the one hand and global challenges on the other. One of the government's measures to improve the quality of education is to stimulate the quality of human resources in the field of education, especially through policies to improve the quality of teacher education.

It is, should begin from the decision-making for the improvement of education at all levels and pathways comprehensively covers repair planning, learning, management decision making, until about the development of human resources which are necessary to achieve improved education outcomes. These aspects, must be acted upon within one unified whole and integrated. The phrase was supported by a statement Tilaar (1999), that the poor quality of teachers for all levels of education, resulting in poor performance of teachers.

Associated with poor performance of teachers, can not be separated from policy decision-makers in implementing professional development and empowerment of the teachers. One of the parties who have authority as decision-makers in the development of teacher resources at the school is the principal. In this context investigated two principals in making decisions in developing school resources.

As a school principal, certainly need to have a strong personal belief based on certain

pre-commit. Through his belief that all things are done without a doubt. Its the stronger confidence in making decisions, expected to be more stable expected results.

Principals are not just a symbol, but the figure is actually expected presence can be an example for the school community in realizing the vision and mission of the school. Headmaster is a leader, therefore, the quality of school leadership is believed to be key to the success of the school.

Given that the principal is a figure which is regarded as a leader and innovator, so the quality of leadership are also considered to be significant as the key to school success. Therefore, all things need to be decided upon adequate consideration to the context and goal.

Models and Role of Decision Making

One of the power that are considered effective in the management of the school is taking the right decision in the face of change. Principals, are expected to have the ability to take decisions in initiating ideas when there is interaction between the school and its environment in the face of change.

Simon (1982:47) reminded just how much of a role in the decision-making body of any organization as:

Obligations "decided" to infiltrate whole the administrative organization as far as that obligation "to act" indeed, the obligation to decide it is integrally tied to the obligation to act. A general theory of administration must include the principles of organization that will ensure the right decisions to be made, just as it must include the principles that will ensure the measures are effective.

Within this context, the principal can be seen as a manager, leader, educator, and formal officials. Therefore, not all teachers worthy of the principal figures, except if the party concerned has to meet the requirements as specified.

Meanwhile, according to Simarmata (1983) cited Deliana (2011:54) models are abstractions of reality by focusing only on some part or the nature of real life. Model is a pattern

of something to be made or produced. In contrast to the opinion, the opinion of Jones (1987) states that the model plays an important role in the development of the theory because it serves as a basic concept of arranging a series of rules that are used to describe the system.

Based on these opinions, would be interpreted that a model is basically a design that describes the workings of a system in the form of descriptions. The design describes the specific steps that can be used to measure success in achieving its objectives in the development of appropriate decision making.

According Johanssen in Deliana (2011:56) there are four types of models:

(1) cognitive models, a conceptual model as a basis for reasoning and perception, inductive learning, decision making, planning and so on.

(2) normative model of the model of the depiction of specific functions desired, goals, and objectives of a system or process.

(3) descriptive models is a model which describes a process or system both quantitatively and qualitatively. This model is often used for scientific and technological purposes.

(4) the model function, a model that describes the functional relationship between the variables, can be presented in quantitative and qualitative.

In this context the model used is descriptive models, arguing that writing is indeed just want to describe a principal's decision-making process in developing the resources in the schools under its authority.

Basic Concepts of Decision Making

In the management activities, the information is important as a basis for decision making. Information system thus has an important role in providing information for the leader according to the decisions to be taken. Decisions taken by a leader requires different information and relevant to the decision level to be taken.

Brinckloe opinion cited by Salusu (2004:53) states that there are four levels of decision are:

(1) automatic decisions

This decision was made only on the basis of existing information, so it is very simple. Information that is identical to the decision taken, for example, information about the presence of the green light at the intersection, then the decision is taken by the driver kept going. Each rider will make the same decision when confronted by similar information.

(2) *expected decisions*

That decisions based on information that is expected. This decision a little more complex than the previous decision, given that the information available is also more complex. Decision not necessarily be taken, but there needs to study before a decision is taken. However, after the results of the review are known, then the decision is taken immediately.

(3) weighting factor decisions

Decisions made based on various considerations, making it much more complex given the amount of information required. The collected information was then analyzed based on the consideration by way of comparison across the various information that if a decision has been taken only the least risky and profitable.

(4) uncertainty duel decisions

Decision-making at the level of the most complex, as more and more information is needed, whether the information is already available as well as expected there are still a lot of uncertainty. The wider the scope and impact of the decision to be taken the more information is needed, given the impacts and risks are greater than the previous rate decision.

A person does not just given responsibility beyond their respective sectors, but should also be considered for eligibility to complete the task properly. Therefore, the need for various fittings that can simplify doing something. Another thing that is not less important is the existence of a conducive working environment, encouraging, and providing opportunities for advancement.

Associated with the decision taken, the real need for an understanding of the goals and aspirations of the implementation of the set objectives. So that a decision can be successful Siagian (1992:46) suggests "ten commandments" human relations referenced from any decision-making that is:

(1) there must be synchronization between organizational goals and objectives of each member of the organization,

(2) there must be a working atmosphere and climate are encouraging,

(3) the interaction between supervisors and subordinates should unite informality with formality,

(4) human beings should not be treated like machines,

(5) the ability of subordinates must continue to develop the optimum point,

(6) the work of the organization should be challenging,

(7) there should be recognition and appreciation of their achievement,

(8) the easiness in the work should be organized to allow each person do their job properly,

(9) in connection with the placement, should use the principle of the right man on the right place and

(10) the level of well-being should also be considered, among others, the provision of fringe benefits in kind.

Generally interpreted as a result of the decision of solving the problems faced by a person / individual as an answer to his problems. In answer to his problems there are a number of options, but it must be determined which one to be chosen.

In this context, Simon (1982:46-47) reminds the importance of decision making in an organization as it is said:

obligations "decided" to infiltrate the entire administrative organization as far as that obligation "to act". Indeed, the obligation to decide it is integrally linked with the obligation to act. A general theory of administration must include oragansasi principles that will ensure the right decisions to be made, just as it must

include the principles that will ensure the measures are effective.

Looking at this statement, in fact it can be stated that the "disconnect" is a meaningful statement that seems implicit, while the "acting" means explicitly that both so important for any organization.

Every decision has a consequence of different levels, meaning that there are consequences of decision-making is very simple and not very meaningful for others as well as himself, but instead there was a touch decision of global importance and brings enormous consequences for many people.

While it is right to take a decision on essentially the same as the right to make a plan. Decision-making task has a level equal to the task of planning in an organization.

The ability to make skillful decisions is one of the principal characteristics of a strong capital base in the lead. As mentioned earlier that the decision-making is important as an alternative option for some other options. One alternative option is selected from among several choices have consequences / risk. Before the option is set, it must be taken into account so that the selected decision-making more effective.

Human Resource Development

Human resources management in general has four goals (http://wikipedia.org/wiki/sumber_daya_m anusia) are:

(1) the purpose of the organization is intended to recognize the existence of human resources in contributing to the achievement of organizational effectiveness,

(2) functional purpose, intended to maintain the contribution at a level appropriate to the needs of the organization,

(3) social objectives, intended for ethically and socially respond to the needs and challenges of society through actions to minimize the negative impact on the organization, and

(4) personal goals is intended to assist employees in achieving the goal

This means that in managing human resources, it is not enough just to plan and develop procedures for phasing in recruiting through the selection process as prescribed, but also should pay attention to its purpose as a reference that must be followed in order to obtain resources in line with expectations.

Human resources is still is one of the main problems faced by developing countries as a capital to achieve development goals, including the development in the field of education. In the view of human resource management, people who work in an organization is a competitive one and is an important factor in achieving success while competing to reach the goal.

Human resource development, known as (human resources development) in this era is a condition that must be implemented by any institution. In general, experts rely on the optimal use of human resources as a key competitive advantage for an institution or organization. The problem is how to develop the competencies of school principals and teachers' commitment, both individually and collectively to meet the demands of the institution or organization and integrate competencies in the educational process and management system implemented by the school.

The concept of competitive advantage that put human resources as a key element should be understood in the context of the performance of the institution or organization. Within this framework, improved institutional performance by Alwi (2001:40) is affected by the following matters:

(1) the level of involvement and commitment of people towards their duties. This factor will encourage them to work harder,

(2) practices of human resource management in improving the skills, competencies and facilities for those efforts to implement its energy policy and for the improvement of organizational performance. This factor makes the human resources work more quickly,

(3) policy and management komintmen to put people in positions of greater responsibility

within the organization. This factor will encourage increased employee motivation.

Attention to the third factor, the practice is often neglected due to the attitude and style of leadership in the organization. Given that leadership is crucial factor in the organization's efforts to encourage employee involvement in the management process, the formation of commitment, and empowerment of its human resources.

Humans as the most important aspect that has the potential to be really good to be used optimally for the benefit of individuals and institutions. Generally according Salusu, (2004:193-198) in the study recognized the existence of four different leadership approaches that trait approach, style, situational, and functional.

Research procedures

This study, aimed to obtain in-depth overview of the decisions made by principals in schools with the resources to develop a qualitative approach. Data were collected in accordance with the fact that performed by the principal naturally (natural setting) as the data source directly.

School which is the object of this study includes the Primary School and Elementary School Pekunden Islamic Al Azhar which are both located in the city of Semarang. The second school, has a unique advantage compared with other schools, both in terms of academic and extra-curricular activities.

Primary data is extracted in the form of verbal (in the form of statements, opinions, and responses were spoken verbal) and nonverbal sourced from the principal form of behavior, opinions, and actions. As for the interviews, it can be revealed about the vision and mission of the institution, the views of the institutions, mechanisms work, job satisfaction, and various things related to the research focus.

To collect data in this study, three techniques are used in-depth interviews (in-depth interviews), participant observation (participant observation), and documentation study of document). In this case, in-depth

interviews are the primary data gathering techniques. Meanwhile, observation and documentation used as a complement.

Head of Education District which is now known as the head (UPTD) is believed to have the authority to do the triangulation of data and the principal has a lot of information about the schools that are under the responsibility of proxies. In connection with this, the principal infoman chosen as the first to be interviewed. In addition, it also features an interview with the head of school committee and teachers.

Order condition for data retrieval can take place conducive informants, the first impression when entering the field should be pursued with empathy skills and positive attitudes toward the environment. In other words, when it enters the field researcher must understand the norms, values, or rules, of the background to be investigated. It is, in fact a logical consequence of the presence of the researcher as the main instrument.

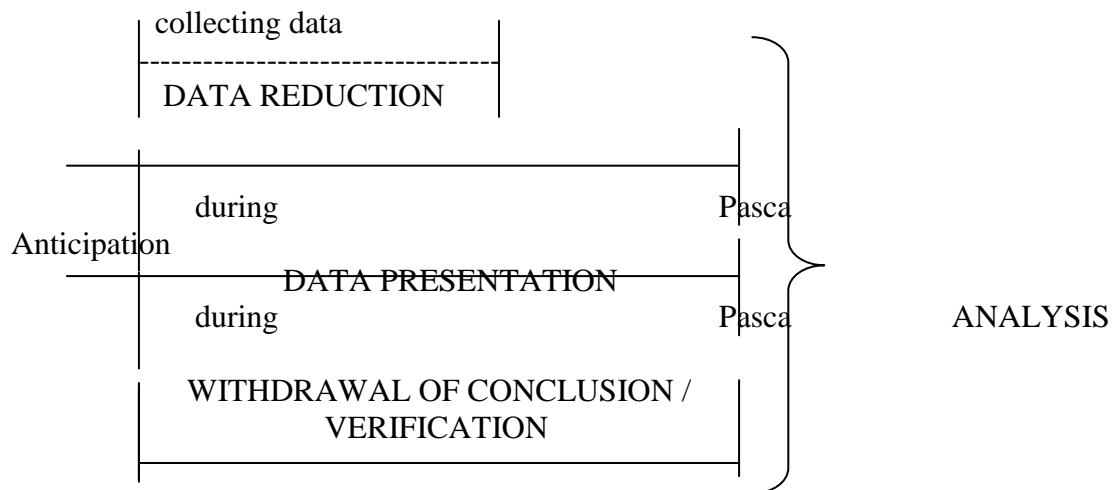
Fundamentally checking data, an integral part of qualitative research, so has the

importance of a healthy position. To carry out checking of the validity of the data, based on four criteria as shown by Moleong (1989), credibility, transferability, dependability, and confirmability.

RESULTS AND DISCUSSION

Values that exist in the school community to grow and evolve through ongoing habit in the years that exemplified by the principal. Without a sense of compulsion values it, so it becomes a habit that can sustain a school of excellence. Based on those values, greatly assisted the principal duties and responsibilities in managing the school.

Based on the values that surfaced and data from interviews, documentation and observation at both schools SDN Pekunden SDI Al Azhar which are then analyzed in accordance with the advice Miles and Huberman (1984:18), the obtained picture of the flow model of decision making as following.



(1) Decision Making Model of Headmaster Pekunden Elementary School:

- a. Model 1 Headmaster → routine problems faced not affect → take decisions.

- b. Model 2 Headmaster → facing complex problems → looking for information and rules formal take decisions.
- c. Model 3 Headmaster → facing complex problems and impact → looking for information and formal rules accompanied consultation with leaders → take decisions
- d. Model 4 Headmaster → facing complex problems and broad impact → looking for complete information and rules of formal → consultation with the Head of UPTD, the school committee and the school community take decisions.

(2) Decision Model Headmaster of Al Azhar Islamic Elementary school:

- a. Model 1 Headmaster → faced a simple problem → musyawarah dengan guru → sholat malam → take decisions
- b. Model 2 Headmaster → faced a simple problem but it affects → looking for information and formal rules → istiharah praying → take decisions
- c. Model 3 Headmaster → facing complex problems and impact → looking for information and formal rule → musyawarah dengan guru, warga sekolah dan yayasan → consultation with Head of UPTD to pray istiharah → take decisions.
- d. Model 4 Headmaster → menghadapi facing complex problems and broad impact → consultation with teachers, schools and community foundations → do the initial consultation stage → full consultation with Head of UPTD, foundations, and citizens of the school → take decisions.

This kind of decision making is a routine task and almost no risk whatsoever on the decisions taken, so no need to involve other parties in a broad scope, only requested if deemed necessary enough consideration with colleagues and senior teachers based on past experience. According Brinckloe cited by Salusu (2004:53) the decision-making of this kind are included in the category of automatic decision made decisions based solely on the information available, so it is very simple.

Based on the input of senior teachers and past experience information from peers, decision making can be performed. Decision-making at this stage or level, can be performed in a relaxed atmosphere at rest, exercise together, or even community service, so there are no special steps are performed in order to follow up on a problem to be solved.

Next is a decision that weighs more complex, so that principals need to find information and rules that can support his

decision. Given that the human resources, which in this case is believed to be the most important aspect of teachers who have the potential, really should be utilized optimally for the benefit of the institution. In this context Fathoni (2006:11) suggests the existence of the principle of human resource approach with respect to (1) human resources as critical for organizational success wealth, (2) success is very likely to be reached if using the procedure, (3) the culture, values, organizational, and managerial culture that originated from a major effect on achieving the best possible results, human resource management that involves integrally related to other aspects in achieving its objectives.

In terms of organizing the human resources (teachers), principals need to seek information from multiple parties and related rules. Such decisions include the expected decision-making is based on the expected information. This decision a little more complex when compared with the previous decision, given that the information available is also more complex.

This meant that the decision taken is already happening and has been the basis for a particular case, so it is not solely because of the sheer authority, which may be thought to have negative consequences before making a decision. The precautionary principle has begun to be applied to keep unwanted things. Decision-making is given in stages in accordance with the level of risk faced up to the most complex.

The next decision the head of al Azhar Islamic Primary School is basically similar. The

difference lies in the substantially religious approach to the existence of the foundation was given the status of private schools.

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