

The Influence of Madrasah Organizational Characteristics on the Principal Decision-Making

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Abstract:

This study aims to determine how big the relationship between organizational characteristics and the decision-making process of the head of the madrasa as a leader. Principals have the responsibility for making decisions to improve management and develop madrasah. The method used in this research is quantitative with non-experimental research methods (survey). Questionnaires were given to 34 respondents who are teachers at Madrasah Aliyah Al-Mustaqiem. The results showed that madrasahs applied indicators of organizational characteristics, but the relationship between organizational characteristics and the principal's decision was not significant. The components that exist in the characteristics of the madrasa organization need to be evaluated and improved. Other factors are more dominant and influence the decision-making of the madrasah principal. This is an opportunity for further research to examine which factors are more dominant in the principal's decision-making as a determinant of improving organizational quality.

Keywords: *Organizational Characteristics, Decision Making, Principals, Leaders*

Abstrak:

Penelitian ini bertujuan untuk mengetahui seberapa besar hubungan karakteristik organisasi dengan proses pengambilan keputusan kepala madrasah sebagai seorang pemimpin. Kepala sekolah memiliki tanggung jawab dalam pengambilan keputusan untuk meningkatkan pengelolaan dan mengembangkan madrasah. Metode yang digunakan dalam penelitian ini adalah kuantitatif dengan metode penelitian non-eksperimen (survey). Kuesioner diberikan kepada 34 responden yang merupakan guru di Madrasah Aliyah Al-Mustaqiem. Hasil penelitian menunjukkan bahwa madrasah menerapkan indikator karakteristik organisasi, tetapi hubungan antara karakteristik organisasi dengan keputusan kepala sekolah tidak signifikan. Komponen yang ada dalam karakteristik organisasi madrasah perlu dievaluasi dan ditingkatkan. Ada faktor lain yang lebih dominan dan mempengaruhi terhadap pengambilan keputusan kepala madrasah. Hal ini merupakan peluang bagi penelitian selanjutnya untuk mengkaji tentang faktor mana yang lebih dominan dalam pengambilan keputusan kepala sekolah sebagai penentu peningkatan kualitas organisasi.

Kata Kunci: *Karakteristik Organisasi, Pengambilan Keputusan, Kepala Sekolah, Pemimpin*

INTRODUCTION

Every human activity in everyday life will always face a decision-making process (Sola, 2018). Whether we realize it or not, there is always a decision-making process from independent activities to within the organization (Hu, Nakhaei, Tomizuka, & Fujimura, 2020). It becomes a routine, so it is like a natural process. The decision-making process outside the routine must be decided carefully with specific considerations because of a person's limitations (Braithwaite et al., 2021). This decision-making process is not easy because when you make a mistake in the decision-making process, the result will be a wrong choice and harm yourself and the organization (Wilcox et al., 2021).

Decision-making is a part of an organization's activities (Muhammad & Maheran, 2015). Any single problem faced by an organization requires decision-making accuracy. The accuracy functions to solve the problems to accomplish the organizational goals (Luthans & Doh, 2017). In organizational activities, decision-making covers all management functions (Williams & Sato, 2021). One form of organization, such as in an educational institution, cannot be separated from the decision-making process carried out by an institution leader, both in simple and complex problems (Rusdiana, 2016).

This is felt by the head of Madrasah Aliyah (MA) Al-Mustaqiem who is in Subang Regency, West Java. The decision-making process at MA Al-Mustaqiem carried out by the head of the madrasa is outside the routine. It must be based on specific considerations, including by analyzing the level of complexity of the problems encountered, the level of importance, whether it will have a significant or negligible impact on the organization's activities, as well as the objectives of decision making, both decisions that apply to individuals and unit goals within the organization (madrasah). Whatever the decision, it will impact the dynamics of the development of the organization (Aksoy, 2019; Oktaviani & Prasetyo, 2021).

A leader in the organization has the authority and is responsible for managing the organization (Wibowo & Hasanah, 2021), especially in the decision-making process, the leading authority (James-MacEachern et al., 2017). The head of Madrasah Aliyah Al-Mustaqiem, who occupies the highest position in the leadership of the madrasa organization, has the main task of making decisions. An action that will determine the performance achieved by the organization in achieving its goals. Decision-making is important for madrasah principals as education administrators because decision-making plays a vital role in motivation, leadership, communication, coordination, and organizational change. A leader, in this case, the head of the madrasa, influences instilling the values that have been built in the organization through its policy-making (Amin et al., 2018).

To make the right decisions, principals need a deep understanding of strengths, weaknesses, opportunities, and threats. It will make organizational action by giving proper response to teacher or employee, making wise action and proper decision making. Several elements must be considered in making decisions, including identifying problems, finding alternative solutions, implementation, and monitoring and evaluation (Kotler et al., 2014).

The results of research conducted by Mohune and Tala (2019) explained that the decision-making process of the madrasa principal carried out the stages of decision-making, especially in analyzing the internal and external conditions of the school with the risks arising from each alternative decision choice, the achievement of the madrasa's vision and mission will be achieved, and there will always be in facing the challenges ahead. If madrasa residents are more open in contributing maximum thinking during decision-making meetings, it will be easier to identify alternative problem-solving in logical and best decision-making. Furthermore, in his research, Khosyi'in (2021) said that the leadership style of the madrasah principal used the executive leadership style. This can be seen in the decision to make Madrasah heads with eminent personalities and can communicate using two-way communication patterns. The success achieved can be seen from work programs and student achievements.

Then research conducted by Mayasari (2020) revealed that organizational culture, creativity, and communication variables positively affect principals' decision-making. The calculation results indicate that communication is the highest indicator influencing the principal's decision-making. Therefore, it is highly recommended for the authorities to improve and intensify principal communication to make principal school decisions. Faried's (2018) research shows that the application of good culture in organizations is related to harmony between employees and leaders so that decisions made by leaders can be carried out properly by employees.

From the research results above, it is obtained data that the basics of decision-making are influenced by several factors, including factors from the individual leadership itself or those based on the culture and environment of the organization. However, it has not been seen which factor is more dominant in influencing the decision-making process by a leader. In essence, decision-making is problem-solving that can be a solution or reduce existing problems in the organization to impact achieving goals (Rusdiana, 2016). The organization must have the achievement of goals. The achievement of the goals of an organization will be supported by sub-functions that will become characteristics that must exist in the organization, including; direction of purpose, differentiation, power and control, and leadership (Kahn & Katz, 1978) .

This is what encourages researchers to analyze how big the relationship between organizational characteristics is in the decision-making process in madrasas. This is because madrasas have a unique and more dominant character that emphasizes the value of togetherness and religiosity, so the management of madrasas must continue to be improved by the principal through the system through their decision making.

RESEARCH METHODS

The approach used in this research is quantitative with non-experimental research methods (surveys) based on factual data and phenomena that occur at the research location, namely at Madrasah Aliyah (MA) Al-Mustaqiem, Subang Regency, West Java. The data collection technique uses a questionnaire

distributed to respondents with a random sample, where every individual in the population has the same probability of being selected (Creswell, 2018).

Respondents' answers were taken by random sampling with a total of 34 respondents from 39 populations who are teachers at MA Al-Mustaqiem. Based on Sugiyono's statement (2019), the appropriate size in the study is 30-500 samples. The questionnaire consists of 15 items in the form of multiple-choice questions (closed questionnaire), measured by a Likert scale with intervals; 1 : Never, 2 : Rarely, 3 : Often, 4 : Always

There are two types of variables in this study: independent variables and dependent variables. The independent variable or the independent variable of this research is the organizational characteristics, and the dependent variable of this research is the principal's decision-making.

Table 1: Indicator of Variable

Variabel X (Organizational Characteristics)	Variabel Y (Decision-making)
1. Direction of Destination	1. Problem identification
2. Differentiation	2. Looking for alternative solutions
3. Power and Control	3. Implementation,
4. Leadership (Kahn & Katz, 1978)	4. Monitoring and evaluation. (Kotler, Keller, Gary, & Amstrong, 2014)

Data analysis went through two stages; test the quality of the data by testing the validity and reliability. The validity test uses the Pearson product-moment correlation SPSS version 26. Departing from a significance of 0.05, to test the truth of the hypothesis are (Sugiyono, 2019);

Ha : $r \neq 0$ There is a significant relationship between variable X and Y.

Ho : $r = 0$ There is no significant relationship between variable X and Y.

RESULTS AND DISCUSSION

Characteristics of Madrasah Organizations

In this study, organizational characteristics become variable X or become a variable that affects variable Y (Decision Making). Characteristics are understood as characteristics or characteristics that are attached to something. The organization coordinates all activities of a group of people planned to achieve a goal with all the tasks, functions, and authorities in it (Syno et al., 2019; Shateri & Hayat, 2020). In this case, the characteristics of the madrasa organization are things that must exist in an organization in the madrasa (Akram et al., 2018; Napitupulu, 2019).

Some of the organizational characteristics that become indicators in this study include; direction, purpose, differentiation, power and control, and leadership (Kahn & Katz, 1978). The direction of the goal is a statement of the future that is the ideals of an organization (Suhaini, 2020). Goals are desired states that the organization wants to achieve (Abowitz & Kathleen, 2019). . The researcher gave three questions in the close questionnaire related to the formulation of goals and the unity of MA Al-Mustaqiem to 34 teachers as respondents.

Differentiation is the second characteristic in organizations because differentiation is the main sociological characteristic of modernization (Hardianti & Kuswanto, 2017; Hersi & Bal, 2021). Modernization means that modern society has differentiated organizations (Zarkasyi, 2020; Bali & Hajriyah, 2020). Differentiation allows the formation of artificial social units deliberately designed for the efficient service of (unique) functions. In this case, the researcher gave two questions related to the delegation of authority and the division of labor at MA Al-Mustaqiem.

An organization as a social unit that serves a specific purpose is artificial. They are planned deliberately arranged; they continuously and self-consciously review their performance and restructure themselves (Puspita & Karlina, 2021). Power and control become the third character in the organization as a form of compliance and cooperation in achieving the goals of the applied organizational system. In this case, the researcher asked two questions related to the coordination carried out at MA Al-Mustaqiem.

Leadership characteristics, including formal or informal, are part of achieving organizational goals and making the means effective (Suskawationo et al., 2021; Salim & Hasanah, 2021; Yusuf, 2022). The command is defined as the use of power to ensure compliance. Leadership is defined as a continuous creative function that involves decision-making authority for leaders (Jabbar & Hussin, 2019; Argadinata & Gunawan, 2020). Leadership is a process of influencing others in a community that aims to achieve common goals (Baharun, 2017; Wahid et al., 2022). Position authority depends on the centrality in the organizational communication system, determined by structural decisions, while leadership authority depends on the leader's superiority (Muhammad & Sari, 2021). The researcher gave three questions related to leadership management and the level of supervision carried out at MA Al-Mustaqiem.

These four indicators consist of 10 close-questionnaire questions whose instrument validity has been tested for validity and reliability so that the following data are obtained;

Table 2: Test the Validity of Madrasah Organizational Characteristics

Question items	r_{cal}	r_{table}	Description
X_1	0,611	0,338	Valid
X_2	0,486	0,338	Valid
X_3	0,528	0,338	Valid
X_4	0,763	0,338	Valid
X_5	0,827	0,338	Valid
X_6	0,403	0,338	Valid
X_7	0,436	0,338	Valid
X_8	0,441	0,338	Valid
X_9	0,775	0,338	Valid
X_10	0,834	0,338	Valid

$r_{table} = 0,338$ (As seen from the significance table 0,05)

Based on table 2, it can be seen that all the question elements in the research variables are declared valid because $r_{cal} > r_{table}$, it can be concluded that the instrument on the characteristics of the madrasa organization is a good validity construct.

Table 3: Reliability Statistics

Cronbach's Alpha	N of Items
0,810	10

Based on the reliability test results using Cronbach alpha, with a standard of 0.6, it can be said that the data in this study are all reliable because Cronbach's alpha value is above 0.6; 0810 (Sugiyono, 2019). It was stated that the questions on the questionnaire that were distributed were reliable or consistent.

Multiple-choice questionnaire data measured by ten questions about Organizational Characteristics obtained descriptive data as follows;

Table 4: Description of the Results

	N	Min	Max	Mean	Std. Deviation
x	34	2	3,9	3,128	0,6682
y	34	1,8	3,8	2,99	0,587
Valid N (listwise)	34				

The data described using SPSS 26 above shows that the organizational characteristics variable obtains a data value of at least 2, meaning that teachers assess organizational characteristics are rarely applied. The maximum value data is 3.9, meaning that the teacher assesses the organization's characteristics that have often been applied. The average value of the characteristic organizational variable is 3.128, which means that teachers assess that madrasas have often applied existing indicators on organizational characteristics.

Head of Madrasah Decision Making

In this study, the madrasa principal's decision-making process becomes variable Y, which means the variable that is influenced by variable X (Organizational Characteristics of the Madrasah). Madrasah decision-making is part of the administrative activities of a madrasa head so that any problems faced by the organization can be immediately solved and resolved effectively and efficiently to achieve goals (Amai, 2018; Mohune & Tola, 2019).

There are several elements in decision making, including; identification of problems (limiting and assessing problems so that problems are not mixed up and the solution is clear), looking for alternative solutions (choice of solutions with specific considerations), implementation (implementation of solutions), and monitoring and evaluation (Faried, 2018; Syuhud, 2019). The four elements in making this decision are indicators that the researcher developed in 5 close-questionnaire questions whose validity has been tested for validity and reliability so that the data obtained are as follows;

Table 5: Test the Validity of Principal's Decision-making

Question items	r _{cal}	r _{table}	Description
Y_1	0,437	0,338	Valid
Y_2	0,649	0,338	Valid
Y_3	0,374	0,338	Valid
Y_4	0,509	0,338	Valid
Y_5	0,592	0,338	Valid

Based on the data in table 5, it is obtained that the questions on the Y variable are valid.

Table 6: Reliability Statistics

Cronbach's Alpha	N of Items
0,745	5

Based on the results of the reliability test using Cronbach alpha. This shows that the research data is reliable at 0.745, greater than 0.6.

Table 7: Description of The Results

	N	Min	Max	Mean	Std. Deviation
x	34	2	3,9	3,128	0,6682
y	34	1,8	3,8	2,99	0,587
Valid N (listwise)	34				

Based on the principal's decision-making variable, data obtained at least 1.8, which means that some teachers assess that the principal rarely applies the elements in the decision-making process. The maximum score obtained is 3.8, which means that the teacher assesses that the principal often applies the elements in the decision-making process. The average value obtained is 2.99, meaning that teachers often assess principals in applying the elements when making decisions.

Relationship between Organizational Characteristics and Head of Madrasah Decision Making

This research uses the SPSS program with a one-sample Kolmogorov-Smirnov test. Assuming that the value of the statistical test sig is more significant than 0.05 (sig > 0.05), then the data is usually distributed. The results of SPSS processing are as follows:

Table 8: Kolmogorov-Smirnov Test One Sample

		Organizational Characteristics	Madrasa Head's Decision
N		34	34
Normal Parameters ^{a,b}	Mean	3,1118	3,1941
	Std. Deviation	,41616	,49110
Most Extreme Differences	Absolute	,195	,221
	Positive	,120	,145
	Negative	-,195	-,221
Test Statistic		,195	,221
Asymp. Sig. (2-tailed)		,002 ^c	,000 ^c
Exact Sig. (2-tailed)		,113	,061
Point Probability		,000	,000

In SPSS version 26, the Kolmogorov-Smirnov normality test, the p-value can be calculated based on an exact approach, with the sig value of both variables more than 0.05 (0.133 and 0.61) can be illustrated that the data for both variables are expected. Thus, the statistical analysis uses product-moment correlation.

Table 9: Correlation

		tot_X	tot_y
tot_X	Pearson Correlation	1	.300
	Sig. (2-tailed)		.085
	N	34	34
tot_y	Pearson Correlation	.300	1
	Sig. (2-tailed)	.085	
	N	34	34

Based on the data above, the results show that $r_{cal} 0.300 < r_{table} 0.339$, which means the relationship between organizational characteristics and principal's decision making is not significant or has a weak correlation level, in other words, the four indicators in organizational characteristics include; direction of purpose, differentiation, power & control as well as leadership in MA. Al-Mustaqiem needs to be evaluated and improved. From the calculation data above, the magnitude of the relationship between organizational characteristics and the principal's decision is 0.300. So that it can be concluded, other factors have a higher relationship in influencing the principal's decision-making process, apart from organizational characteristics.

CONCLUSION

Based on the research results above, it can be concluded that the application of organizational characteristics at MA Al-Mustaqiem with the average data obtained is 3,128, which means that teachers assess madrasas have often applied indicators of organizational characteristics in Madrasas. Likewise, with the decision-making process of the head of the madrasa, with the average data obtained of 2.99, the teacher assesses that the head of the madrasa almost

often applies the elements in carrying out the decision-making stages. As for the relationship between organizational characteristics and the decisions of the head of the madrasah, the results are still weak, namely 0.3, which means that the relationship is not significant so that many other factors are more dominant which are closely related to the decision making of the head of the madrasa.

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