The Role of Leadership in Decision Making and Team Building

Irma Yunita[1]* ,Hidayani Syam[2] ,Ulmadevi[3] , Nadiyya Zahratul Jannah[4] ,Rafiqa Witri Asri[5]

[12345]*Islamic Education Management Study Program, Sjech M. Djamil Djambek State Islamic University Bukittinggi, Indonesia.*

Abstract. The role of leaders in decision making is very important and strategic. In a study, it was revealed that leaders have a distinctive leadership style, which often becomes a pattern in decision making. Usually, a manager uses several different leadership styles in the decision-making process. The leadership style used by a leader or manager can determine the strengths and weaknesses of the decision maker. Even with the same information, decisions can be made with different leadership styles. This explains why different managers can make different decisions. This article was conducted through a literature study with a qualitative approach. The researcher collected data sources by accessing various literature, information, and other sources available in the library collectionLeaders play an important role in building effective teams. In building a team, leaders must strive for a common vision and maintain fairness and norms of reciprocal relationships in their minds. Leaders should design the formation of effective work teams by considering the ideal team composition. Each individual in the organization must have the awareness that "teamwork" and "network" are important things to build in the team. Leaders must be able to direct their team to remain solid, help each other, be the mediator when problems occur, find solutions when facing problems, and exchange ideas with each other.

Keywords: Decision making ; Leader; Team building

1.   Introduction

With the development of advanced science, various complex and applicable disciplines have been formed(Silvia Marlina et al., 2022).

This growing leadership theory provides significant benefits for various aspects of life, especially in the context of educational institutions. Schools have the ability to apply leadership principles in accordance with existing conditions(Yanti et al., 2023). The individual abilities possessed by a leader are very important in controlling the behavior of individuals and groups, because these two aspects have a significant role in shaping an organization. a leader also needs to be able to adapt ways of influencing and motivating others, and understand the process of thinking and effective communication.

In an organization, intensive interactions between individuals always occur. This interaction is arranged in a structure that can be used in achieving organizational goals. To carry out organizational activities properly, resources are needed such as equipment, work methods, raw materials, and so on. The effort to organize these resources is known as organizational management. The core of management itself is leadership (leadership)(Sari & Afriansyah, 2019)

Every person is a leader, at least a leader for himself, this matter is as stated in the hadith of the Prophet Muhammad saw :

عن ابن عمر ر.ع قال: قال رسول الله ص.م " كلّكم راعٍ وكلّكم مسئول عن رعيّته... الحديث " متفق عليه

Artinya: Dari Ibnu Umar R.a ia berkata: bersabda Rasulullah saw "Setiap kalian adalah pemimpin, dan kalian akan ditanya tentang kepemimpinan kalian (al-hadits (Mutafaq `alaih).

But sometimes people do not realize that one day he will be asked about his leadership; Or sometimes there are people who have been destined to be a leader but he does not know what must be done as a leader. This is where knowledge and knowledge of leadership is needed, so that if a person who is destined to be a leader is not awkward and indecisive when faced with his position.

2. Metode Penelitian

This article was conducted through a literature study with a qualitative approach. Researchers collect data sources by accessing various literature, information, and other sources available in library collections(Pendidikan & P-issn, 2022). Literature research is a study of theoretical, reference and other scientific literature related to culture, values and norms that grow in the atmosphere of the social situation under study (ananda & Sari, 2020)

In this research, information is collected through the procedure of searching for posts and diaries related to leadership, and decision making(Warmanto & Arif, 2023). The author attempts to build a description of the position of leadership in decision-making and the role of leadership in building teams by analyzing the information using the content analysis method.

Content analysis is a systematic process for analyzing and understanding the content or specific material, such as text, images, audio, or video. The purpose of content analysis is to reveal meanings, trends, patterns, or characteristics contained in the content. Fraenkel & Wallen (2007) report that content analysis is a research tool focused on the actual content and internal features of the media. This method can be used by researchers to study people's attitudes indirectly through analyzing their communications such as essays, newspapers, novels, magazine posts, songs, advertising photos and all types of communications

3. Results and Discussion

3.1. *The Role of Leadership in Decision Making*

Every successful organization must have the ability to make decisions that enable it to achieve its goals and meet its basic needs. All management activities and functions essentially involve the decision-making process. This is because planning, organizing, mobilizing, and supervising are all related to the concept and behavior of decision-making.

Leadership is the concrete manifestation of a leader's traits. One of these concrete forms is the skill, authority, and intelligence in influencing others to carry out tasks that are in line with the vision and goals desired by the leader. Role can be defined as the expected and regulated behavior of a person in a particular position. Leaders in an organization have specific roles, and each job carries expectations about how the person in charge of that role should behave. The fact that organizations identify jobs to be performed and expect certain behaviors to go along with those jobs, also reflects the

importance of role-related expectations in regulating the behavior of subordinates. Leadership role can be interpreted as a set of behaviors that a person is expected to perform in accordance with his position as a leader(Nihayah, 2017) .

Leadership in an organization has a very important role in every decision making, so making decisions and being responsible for the results is one of the tasks that must be carried out by a leader. Therefore, if a leader is unable to make decisions, he should not be a leader. A leader is responsible for the direction and success of the organization. They must make strategic decisions that can affect the long-term goals and overall performance of the organization. Leaders have the authority and trust of team members to make decisions that have a major impact on the organization. Leaders often have extensive experience and knowledge in their field. This allows them to make decisions that are more informed and based on a deep understanding of the challenges and opportunities facing the organization. According to the author, decisions made by a leader often involve assessing and managing risk.

Leaders must be able to identify potential risks in decision-making and consider appropriate measures to mitigate risks or counter them with effective strategies. Leaders can gather input from various sources, listen to different points of view, and make decisions that reflect the collective interest. The author concludes that the position of a leader not only gives them the power to make decisions, but also requires them to consider the vision of the organization, manage risks, and utilize their knowledge and experience to make the right decisions to achieve the desired goals.

On the other hand, decision-making in a behavioral context reflects the character of a leader. Therefore, to assess whether a decision is good or not, it is not only seen from the consequences that arise. However, it is also through the considerations involved in the decision-making process. Decision-making activity is one of the concrete forms of leadership, namely:

1. Decision theory is a methodology for structuring and analyzing uncertain or risky situations, in this context decisions are more perspectival than descriptive.
2. Decision making is the mental process by which a manager obtains and uses data by asking questions, shifting answers to find relevant information and analyzing data; managers, individually and in teams, organize and monitor information, especially business information.
3. Decision-making is the process of choosing among alternative courses of action to address a problem

The steps of decision making by a leader are:

1. The identification stage involves recognizing problems or opportunities that arise and making a diagnosis. In this case, it is known that complex problems require in-depth and systematic diagnosis, while simple problems do not require complex diagnosis

2. The development stage involves finding standardized procedures or solutions that already exist, as well as designing new solutions. In this case, it is known that the design process is an exploration where the decision maker only has a vague idea of the ideal solution.

3. The selection stage involves making solution choices. There are three ways of making this selection: through the judgment of the decision maker, based on experience or intuition rather than logical analysis; through logical and systematic analysis of alternatives; and through negotiation when the selection process involves groups of decision makers and various political tactics.

In its application, the leadership role exemplified by Muhammad Rasulullah, is divided into two parts, namely (Citraningsih & Noviandari, 2022) :

1. Servant. Provides services to his subordinates to help them find happiness and guide them towards goodness.
2. Guardian. Guarding the Islamic community from tyranny and oppression, as stated in Sahih Muslim No. 4542, namely "The leader for Muslims is a shield for them.

3.2. The Role of Leadership in Team Building

An effective leader must be able to clearly communicate and inspire team members with a strong vision and mission. A clear vision provides a clear direction and purpose for the team, while a well-delivered mission helps inspire and motivate team members. Team members are mutually accountable and rewarded as a team. This accountability is about each member contributing their best efforts to make the group successful. Leaders have an important role in creating a positive work culture within the team. They shape the desired norms, values and attitudes of the team, and ensure that team members feel valued, listened to and supported.

Leaders are instrumental in generating a positive work culture within the team. They shape the desired norms, values, and attitudes of the team and ensure that team members feel valued, listened to, and supported. A leader must be able to recognize and appreciate the individual skills of the team. They identify the strengths, weaknesses, interests, and potential of each team member, so as to place them in appropriate positions and facilitate effective collaboration. In this case the leader must build trust within the team by being a good example, transparent and consistent. They also facilitate strong team relationships by promoting open communication, listening with empathy, and resolving conflicts constructively.

Each team member has a responsibility to perform their role well. In addition, each team member is also responsible for achieving team goals. Leaders have the responsibility to develop the potential of team members through proper training, coaching and rewards. They provide constructive feedback, set development goals, and provide opportunities for team members to grow and develop.

In an effort to build a work team, it is important to have a common vision, mission and goals, and to brainstorm continuously in order to reach a common agreement. One of the things to emphasize is establishing a clear division of tasks so that each member understands their respective responsibilities. This will help develop a sense of responsibility and commitment in team members.

There are several key factors that individuals bring to the team, namely:

a) Competence: The team member's expertise and ability in a particular area that contributes to the achievement of team goals.

b) Learning Ability: A team member's ability to learn that has a direct impact on the team's overall learning ability.

c) Earnestness: The level of dedication of team members in carrying out assigned tasks.

d) Cooperation: The ability of team members to work together as a team

e) Collaboration: The ability to collaborate both within the team and between teams.

f) Communication: The degree to which team members are able to communicate with each other.

g) Trust: The level of trust between team members.

h) Motivation: The motivation possessed by each team member.

One of the main challenges associated with team leadership is creating a conducive culture and creating a work environment that supports teamwork. Teamwork capability is an important factor in achieving success. This challenge is comparable to the challenge of building the right culture to motivate individuals. A suggested strategy for team leaders is to promote a view that recognizes that effective cooperation is an expected standard of behavior. Building a teamwork culture or norm will be difficult when there is a strong culture of individualism within an organization (Dakabesi & Wicaksono, 2022).

Team leaders who believe in the importance of teamwork are generally in a more favorable position to build a teamwork culture. High-performing teams are generally diverse. This means that teams that achieve high levels of performance are not made up of similar individuals as a whole. Instead, these teams are made up of team members who have complementary skills. They need to have skills in problem solving and decision making. Team members need to be able to identify problems and opportunities, then choose appropriate solutions. Interpersonal relationship skills are needed to communicate, resolve conflicts, and interact effectively with team members. As the team grows we must ensure that members have more of each of these skills. Team membership with complementary skills is important in achieving creativity.

Team members have a diverse range of complementary skills, which is essential for achieving creativity. Engagement in teams with these complementary skills is key in achieving innovative results.

Here are some effective ways to build a work team that has a shared vision, good cooperation, good communication, and strong commitment

a) Build interpersonal relationships between team members.

b) Building discipline in carrying out tasks and responsibilities

c) Building high commitment to team goals

Team leadership is defined as the process of providing direction and influence on activities related to team tasks. Team leaders, in contrast to group leaders, do not only focus on achieving goals, but also pay attention to the team's vision. Team leaders can share the vision and act accordingly. They do not always have all the answers and do not force themselves to provide all the answers. They believe that decisions don't have to be made alone. They understand that the team will not succeed without combining the

contributions of each member to achieve a common goal. Collaborative leadership in schools can also create a positive environment, motivate staff and students to work hard, and promote togetherness among them(Arnun, 2023).

The main roles of the leader in the team include:

a) Providing Vision and Direction: A leader is responsible for conveying the team's vision and goals to the team members. They provide clear direction on the goals to be achieved and how to achieve them. This helps motivate the team members and provide the necessary focus.

b) Inspire and Motivate: A leader should be able to inspire team members by setting an example and providing the necessary motivation. They create a supportive environment, encourage collaboration, and appreciate the contributions of team members.

c) Facilitate Communication: Leaders play a role in facilitating effective communication among team members. They listen to team members' opinions and ideas, ask relevant questions, and promote mutual understanding between team members.

d) Managing Conflict: Conflict in a team is inevitable. A leader must have skills in managing conflicts and diffusing tensions between team members. They seek to understand different perspectives, seek fair solutions, and facilitate constructive discussions.

e) Delegating Tasks: A leader should be able to delegate tasks wisely and according to the skills and capabilities of the team members. They divide responsibilities effectively, consider team members' strengths and weaknesses, and provide necessary support.

f) Providing Feedback: Leaders have an important role in providing constructive feedback to team members. They recognize good achievements, and provide advice and support to improve individual performance.

g) Making Decisions: A leader must be able to make good and timely decisions for the benefit of the team. They investigate issues, gather relevant information, and consider different viewpoints before making strategic decisions. (ananda & Sari, 2020)

Effective leaders combine these roles to guide, direct and inspire the team towards success. However, it is also important to remember that the leader's role in the team may vary depending on different situations, team characteristics and organizational contexts. Principal collaboration leadership is a leadership model or style needed by schools in building teacher togetherness to meet the needs of education in the 21st century society 5.0 (Dakabesi & Wicaksono, 2022)

The role of leadership in the Team according to leadership that is oriented towards maintaining the group (relationship-oriented) is as follows: (No et al., 2019)

1. Gatekeeping
2. Harmonizing
3. Supporting

4. Implementing standards (standard setting)

5. Analyzing the process (process analyzing).

4. Conclusions

In making decisions, the role of a leader is crucial as they are responsible for the direction and success of the organization. Leaders must have expertise in analyzing information, considering risks, and understanding the implications of decisions on the long-term goals of the organization. The right and strategic decision from a leader can affect the overall performance and success of the organization. Leaders who are able to make good decisions also create trust and confidence among team members, bring stability, and create a productive work environment.

The leader's role in team building cannot be ignored. Effective leaders are able to clearly articulate the vision and mission, build a positive work culture, and facilitate collaboration and active engagement from team members. Leaders who understand the skills and potential of individuals in the team can place them in the right positions, develop their potential, and create an environment where team members feel valued and motivated. By building trust and strong team relationships, leaders can ensure effective cooperation, increase productivity, and better achieve team goals.

The leader's roles in decision-making and team-building are intertwined and influence each other. A leader who is able to make good decisions, based on careful analysis and a deep understanding of the organizational context, can influence the quality and direction of the team's decisions as a whole. In addition, through effective leadership in team building, a leader can create an inclusive, collaborative and innovative work environment, which in turn has a positive impact on the team's ability to make better decisions and achieve mutual success. Therefore, the role of the leader in these two aspects is important and plays a crucial role in shaping organizational dynamics and achieving desired goals.

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