

Implementation of Decision-Making Theory in Increasing Employee Professionalism

Taufiq Hidayah¹, Supiah Ningsih², Durahman Marpaung³

^{1,2}, STIE Muhammdiyah Asahan

Correspondence Authors: taufiqhidayah628@gmail.com

Article history: received October 20, 2022; revised November 12, 2022; accepted November 26, 2022

This article is licensed under a [Creative Commons Attribution-ShareAlike 4.0 International License](https://creativecommons.org/licenses/by-sa/4.0/)



ABSTRACT

Writing about the theory of decision making is made with the aim of knowing and also getting to know how the management side of decision making is in a company and also an organization. The writing and research of the journal uses the method of reviewing literature studies taken from various writings, journals and also references which are national and international standards. Decision-making theory requires a series of structured and programmed processes that produce changes to the organization in a much better direction. In making this decision, it will set goals and objectives and identify problems. Then develop and determine alternatives in the decision-making process. The results of this study will later pay attention to several models or methods and also techniques for making the right decision to apply. From the research and also the elaboration of the literature review, it can be concluded that the decision-making process itself requires stages and steps that must be passed by all parties. By knowing the types of methods and techniques for making decisions that are appropriate and appropriate so as not to cause adverse factors. In practice, this decision-making should not be influenced by things that can make the decisions taken actually harm an organization. Decisions taken must be able to help organizations achieve their targets.

Keywords: Decision, Management, Making

INTRODUCTION

Organizations have problems in dealing with changes and movements that occur in society. And ofcourse these changes occur in a very complex manner which are influenced by various aspects including the internal and external sectors of the organization. In practice, an organization is required to make an appropriate decision as well as fast and accurate in order to overcome the problems of change in the organization's environment. Practical decision-making can make it easy to achieve the targets and goals of an organization.

Decision making in an organization can occur in all aspects and levels. All central roles within the organization have the same opportunity to play a role in making decisions. Starting from the level of the leader to the lower level in the decision making. And this decision-making has a sustainable, long-term nature and also has a very important role for an organization. And ofcourse there are risk factors that can arise and have an impact on the organizational environment.

Making the right decision is certainly very necessary. According to Harwiki (2016) that risky decision making is caused by decisions in determining the direction of the organization and also the goals of the organization in the process of solving problems, using available resources so that the goals and targets of the organization can be achieved. This can reduce the level of risk of failure in achieving targets for an organization.

Decision-making theory itself is an approach that puts forward systematically the nature of alternatives that exist around the organizational environment. Decision making must also pay attention to calculations and appropriate actions so as not to harm the organization. Another definition of decision making is a process that is carried out to choose an action and step in order to provide a solution in solving a problem in the organization.

Within the organization itself the decision-making process will be carried out with the intention of achieving the goals and targets set by the organization itself. Capability in the decision-making process for this organization can provide a sustainable impact on the environment of the organization. So that the effectiveness of this decision making will determine the steps and also the goals of the organization based on the thoughts and decisions of Sari (2007).

The organization becomes a container in which there are various aspects such as human resources who will work together and also work together and synergize so that they can provide benefits and progress for the organization. By

prioritizing common interests, of course an organization can achieve the planned targets without experiencing serious problems. Success in an organization is determined by the quality of human resources. Human resources who have good interaction and synergy can certainly provide benefits in the development of the organization. This affects the effectiveness side.

Based on the thoughts of Sutarto (2006) that the effectiveness of the organization itself has a big role and influence on how the organization makes decisions and also the sustainability of these results. Organizational goals can be achieved and functions run well plus every component in the organization can run well, if the decisions taken are very good decisions and have quality and quality that supports the goals of the organization.

The decision itself has a definition as the end result of considering a variety of decisions. Decision-making itself is a process, series and activities carried out in order to analyze facts as well as information as well as data and theory. In addition, the opinion side or opinion becomes one aspect of decision making which will later converge on a conclusion that is considered to have the right potential, is useful and also good and has quality that can be accounted for. According to Kurniawan (2019) that each decision-making process will issue 1 choice. And these choices are chosen in order to achieve the goal with an action and also implementation.

In terms of the quality of a decision itself has several definitions. Starting from the side that can provide effectiveness and efficiency in implementing the decision. However, decision making certainly has a downside which can result in reduced quality of decisions. Practically can have an effect on achieving the goals or targets of the organization. In this decision making, of course, there can be biases and also preference tendencies towards certain results and opinions. Practically the result of the decision could be in favor and no longer have neutrality which could act more objectively. Failure within the organization itself can have causes from inappropriate decision making and also has low quality. This of course can have an impact that is not good for the sustainability of the organization. Decision-making itself must have a foundation or reference for organizational sustainability. Decision making must be based on the function and purpose of the decision making.

Literature Review

A fixed or standard definition of the meaning of management has not been defined nor has it been universally described. What is generally circulated about management is a planning process as well as organizing and coordinating controlled resources in order to achieve targets and goals. In addition, these processes are used to achieve goals in an efficient and effective way based on the ideas of Ricky W. Griffin. This effective and efficient process is the goal that is achieved based on planning that has been programmed neatly and precisely. While efficient, that is, the task is carried out correctly, according to and also optimally organized.

Management itself has another meaning as a science and art that is used as a regulator in achieving goals. And in this science and art there is a process, a method to an action that is used to achieve that goal. The art of planning, directing, organizing, controlling and also supervising in determining and achieving an organization's goals is based on the thoughts of Sulastrri (2013).

While the definition of decision itself has meaning as determination, completion and also a way to overcome a goal. The elaboration is that a decision is the termination of a thought process regarding a problem as something that is considered a deviation from the desired goals, targets and objectives in an organization. Deviations that also come out of things that have been planned and are also intended where in the end a decision will come out of the choice that is dropped from an alternative solution and the solution according to the narrative and thoughts of Atmosudirjo (1990).

While the definition of decision making itself has an elaboration as a systematic and strategic approach to the nature of a problem. And this decision-making is taken from the analysis and grouping of data and facts in the field, the determination of each alternative solution that is faced and also every action taken based on calculations that is considered the right action. Decision making has another definition as a process of activities from analyzing data, facts, information to theories and opinions that will converge to a conclusion that is considered the most appropriate and maximal. According to the ideas of Siagian and Sondang (1986) that this decision-making requires a series of programmed and structured processes so that it can create a change in the organization for the better.

Then the organization has a definition that comes from the Greek. Organization is taken from the word organon or tool. So that the definition of an organization is a social unit of a group of people who will interact with each other based on a certain pattern. So that each member of the organization has certain goals so that precise and clear boundaries are created so that these goals can be separated according to the ideas of Renawan (2011).

Based on the ideas of James D. Mooney, an organization has a description, namely a group of people or individuals who join to achieve a common target. Then the thought of Koontz and O'Donnell states that organization is a coaching between authority relations and has the intention of being able to achieve structured coordination. Both vertical and horizontal which have certain tasks in order to achieve the stated goals.

METHOD

Writing a research book or journal puts forward a literature review study method or also called a literature review from various references. And this literature review is taken from journals or writings both at the national and international levels. This literature review is a research method that will review in detail and critically the ideas, knowledge, ideas and findings in the literature which are closely related to the problems and objectives of the research.

This research method was carried out with the aim of stating and disclosing several theories that are very relevant to the theme of writing and also the problems that are currently happening. In addition, this method is used as a way to examine the literature review materials in order to discuss in more detail the research targets. These reference materials will be analyzed in such a way as identification, assessed and also interpreted in order to answer questions regarding the decision making.

RESEARCH RESULTS AND DISCUSSION

From this literature review, it will be shown regarding decision making that requires a series of processes that are programmed in an orderly and structured manner so as to be able to create and also produce a change for the organization in a better direction. This research provides a conclusion that decision making is carried out by an organization by using the mutually agreed upon agreement of all members of the organization and also discussing with several subjects who are considered to have experience in order to assist the decision-making process. This concept and elaboration was mentioned by Kristianto (2017).

While based on the thoughts of Negulescu & Doval (2014) that most managers use decision alternatives by considering the results. And this method is still being carried out even though the information, data and facts obtained have not reached what is desired. And from some of this information, alternatives will be taken by assessing minimal risk and the final result is relatively more effective and efficient.

Then decision making that is not based on the stages in the decision making can cause problems for the organization. The problem that arises is the inaccuracy of the decisions taken and also not being able to make every decision taken due to incompatibility with the abilities of the individuals in the organization. And this includes from various aspects, the inability of human resources that do not have synchronization between the interests of the organization. This was revealed by Anwar (2014).

Decision-making is an activity that can be found in all areas of management. Within an organization itself, decision-making is a process that results in the best choice of various alternative solutions to achieve the goals and objectives of the organization. The quality of the decision itself will depend on knowledge, experience and also the perception of the situation of the decision maker which will be supported by complete, detailed information and also the data used is of high quality. This is stated by Mudassi (2017).

Decision making cannot be determined without a basis and reference. Everything must be done in a systematic way so that in the decision-making process those who are used as interests in the main organization can support the interests and targets and goals of the organization. Practically every decision-making must be carried out carefully and can go through certain stages and procedures. The systematics of making these decisions will make the organization provide all the resources it has and will also be used when making decisions. Both human resources to the qualifications adopted by the organization. This is also influenced by the environmental situation around the organization and also its management system. This thought comes from the narrative of Sudaryanto (2009).

There are several steps that can be taken in making a decision. And the definition of this stage is an effort carried out in order to achieve the goals that have been set. According to the thinking of Gibson (1992) states that there are about 7 stages in the decision-making process. And this stage will set goals and objectives which will later measure results and also identify problems, develop alternative solutions to determine other alternatives until finally having 1 alternative in implementing decisions and controlling. Then the last is to evaluate the decision. And here are the stages:

1. The First Step

The first stage of decision making is setting goals and specific goals that can be done by measuring the results of the organization. Organizations need to set goals and objectives in all areas in order to measure effectiveness and efficiency within the organization. If the goals and objectives have been well defined, it will definitely have a big impact on the targeted results. And also can be a reference standard in achieving goals and objectives within the organization.

2. Second step

The second stage in making this decision is by identifying the problem. This is done after setting the goals and objectives of the organization which are the basis and standard for solving problems. One of the most important things in the decision-making process is issues and problems that can be measured by the difference between the results to be achieved and the goals that have been planned within the organization. Problems can be found anywhere. Can be at the low end of the results obtained compared to the target. It can also be found at targets that are high enough that they cannot be achieved so that alternatives are needed from other solutions to achieve balanced results. And of course based on the goals and objectives that have been determined.

3. *Third step*

The third stage is to develop alternatives and also solve problems. At this stage, several alternative solutions will be prepared that can be used as a solution to the problem. The internal and external environment can be examined in order to provide information that can be developed in the process of preparing alternative solutions to problems. From the following alternatives, the consequences that could occur can be considered and the solution that is considered the best in solving a problem can be selected.

4. *Fourth step*

The next stage or step 4 is to evaluate every alternative that has the possibility of being the answer to the problem. These alternatives will be selected as the right and appropriate alternative to achieve the goals and objectives of the organization. This evaluation will present the results of alternatives that can provide benefits to the organization and not cause harm or at least provide only minor losses. Of course, this stage requires certainty, uncertainty and also risk in order to know the results of these alternatives.

5. *Fifth step*

The fifth stage will ask the organization to choose 1 alternative from the alternative solutions that have been evaluated. These alternatives will later be selected and determined based on every alternative that has the possibility to achieve the targets and goals and objectives that have become the wishes of the organization. In this decision-making process, the basis that can be used as a reference is that the alternative that is chosen must be able to solve problems from alternatives that can provide benefits or can be done in a way that is far more effective.

6. *The sixth step*

The 6th step is to carry out the decisions that have been taken. The implementation of this decision is taken after the organization has chosen from several specified alternatives. At this stage or step the organization must be committed to implementing the selected alternative in an efficient and effective manner. Of course so that the target can be achieved optimally. The success of a decision itself will depend on the implementation of the alternative. All personnel within the organization must participate in the implementation of the decision.

7. *Seventh step*

At the last hold, control and evaluation of the implementation of the decision will be carried out. Regular evaluations must be carried out so that you can see the effectiveness and efficiency of the decisions taken. And of course it is necessary to make comparisons regarding the results of these decisions with planning before deciding on the implementation of this decision. If there is a deviation in the implementation, of course there must be an increase in the quality of the decisions obtained. Control and evaluation must also be carried out in order to guarantee the results of the decision.

In terms of techniques and decision-making methods themselves, there are 2 kinds of approaches. And these 2 approaches consist of procedural as well as pragmatic approaches. The procedural approach will be carried out by evaluating decisions from the results of the processes used in making these decisions. Meanwhile, in this pragmatic process, we will look at the results that are targeted or want to be achieved by increasing the quality of the decisions used. You do this by combining the sides of rationality and creativity. Then consider reasonable and relevant alternatives as well as the information presented in a real, complete form and can also be a reference or guide in carrying out the required decision analysis.

This model of decision-making must of course be understood by all decision-making instruments in an organization. From these models, of course, methods such as optimization or rationalization, satisficing and mixed scanning methods can be used. The following is a description of these methods:

1. *Optimization Method*

This optimization model or method is usually called the rational method. This method will be used as a target consideration tool with the limitations that exist within the organization. Then the attitudes of decision makers, policies or organizational norms that have an important role in presenting criteria with the best results that can benefit the organization with the targets to be achieved. The preparation of several alternative decision solutions is carried out by estimating the possible risks of future consequences. The optimal decision by considering all the facts, becomes one way or model with the decision to be taken based on the narrative from Sobirin (2007)

2. Satisficing Method

One of the methods used in determining decision making is by selecting the first alternative solution that fits into the criteria of these decisions. And do not try to compile all the alternatives that are believed to provide solutions and become the best decision. The first alternative solution will be used as a way of solving problems within an organization. This method is usually addressed to a matter that is very urgent and also does not have the opportunity to assess and make comparisons between several alternatives that appear according to the thoughts of Sobirin (2007)

3. Mixed Scanning Method

The last method commonly used is the mixed scanning method. This method is commonly used by searching, processing and also collecting data and assessing various information that appears. Apart from that, make considerations based on information, data and facts that are closely related to the problems that arise. This method is usually chosen by making fundamental decisions that are made after reviewing all the alternatives that arise and also have a close relationship with the goals and targets of the organization. This method can be used if the problem is long-term and within a limited scope.

In addition to the several methods above, there are several descriptive models that can be choices based on the behavior of decision makers. And these models become ways of behavior in management decision making. These models attempt to describe both realistically and theoretically how individuals or individuals can make decisions. There are several models used in decision making. And these models consist of:

1. Model rationalias

This model of economic rationality is taken from classical models in the field of economics which emphasize rationality in all aspects. And activities that are closely related to this model have several assumptions, namely:

- a. Decisions will be rational if they are in the aspects of plans and goals
- b. The existence of a complete and consistent choice system to provide the possibility of selecting these alternatives
- c. Awareness that has a full role to play in the decision of alternatives and solutions
- d. There are no limitations on the complexity that can determine the selection of the best alternative
- e. Very rational probability calculation.

This model is one of the references for decision makers to achieve maximum results in an organization as well as businesses and companies. And the decision always considers the side of the target to be achieved optimally.

2. The Modern Rational Model

One of the models developed in the world of economics and accounting also emphasizes rationality but is more modern. This model is inversely proportional to the classical economic rationality model. Determination of decision-making itself is still based on the targets and goals of an organization or company in their achievement.

3. Social models

The social model will describe the psychological side of individuals or humans which has a significant impact on the behavior of every human being in making decisions. Apart from that, social pressure and influence also influence individuals so that they cannot think rationally in making decisions. This can make individuals tend to choose bad decisions among the other alternatives chosen. This is due to an escalation of commitment caused by:

a. Project Characteristics

Characteristics and also tasks contained in a project such as profits, profits, investments and also problems that make everything delayed and temporary are one of the causes of decision making must increase commitment to some wrong actions.

b. Psychological determinants

If a decision turns out to be bad, of course the individuals who have roles and responsibilities in this decision have errors in the process of data information and also the facts that exist. Bias factors or risk taking that are not based on facts or truth, make decisions taken because they are only concerned with ego. Information that ends negatively is ignored so that the end of the decision ends badly.

c. Social power

When making a decision, there is influence and also pressure from the social environment, which makes the decision-making process worse. Escalating commitment and prestige ultimately results in wrong decisions and actions.

d. organizational determinants

The escalation of bad decisions in communication, interaction and also political dysfunction is one of the causes of wrong decisions. Organizational determinants can make individuals who have responsibility for making decisions finally be affected and make bad decisions.

4. Limited rationality model

One of the models in decision making is the limited rationality model initiated by Herbert Simon. He proposed an alternative model that management decision making could be described by:

- a. In selecting alternatives, individuals who have responsibility for decision making will minimize satisfaction or look for satisfying things. Like the satisfaction of getting profits in the stock market and so on

- b. These individuals have the awareness that the model of the real world will be drastically simplified. And this simplification is due to the belief that the real world is empty
- c. Due to the pursuit of low satisfaction, of course it can provide convenience in determining possible alternatives for decision making.
- d. Claiming that the world is empty would certainly make the experience method as well as the trick of the trade just a force of habit. And these techniques no longer demanded the impossible from their minds.

5. Heuristic judgment

This heuristic assessment or called the bias model was discovered by Bazerman who stated that the limited rationality model discovered by Simon and the concept of minimization were very important extensions of the economic rationality model. However, this model does not have a description of the assessment that must be biased. Practically it will bring up cognitive models that can influence the assessment.

This biased model states that the holder of decision-making responsibility must rely on the method of strategy simplification and also a method that takes experience as the main basis. Decision makers will emphasize the side of justice, past events and also decisions that do not want to lose money. Assessor heuristics will reduce the demand for information from decision makers in the following ways:

- a. Past experiences will be summarized and present a fairly easy method for evaluation in the current times.
- b. Replace methods that emphasize experience or standard operating procedures for obtaining and gathering complex data, facts and information
- c. Save mental activity as well as cognitive progress in the decision making.

At times the use of these Cognitive heuristics can lead to errors in judgment as well as systematically biased results. The task of this main bias itself is to identify in explaining judgments that deviate from the rational process. In the process of making this decision, of course there are many factors that influence the selection. Both from the external and internal environment of the organization. External factors from the organization itself will usually have a big influence on problems, positions, situations and also other influences. The influence on the position and also the position can be seen based on the rank which will affect the appropriateness of the individual figure to make that decision.

The problem that becomes a barrier regarding the target and also the goals of the organization to be achieved is one of the conditions that have attachments and interrelationships between one another. So that this can have a considerable influence on the decisions to be taken. The influence of other organizations is also an external factor that can be considered by organizational leaders in overcoming a problem. And it could be that this will create competition between organizations that will bring down one of them.

While the internal factors themselves also have an important role in presenting a large influence on decision making. These internal factors consist of personality as well as behavior and experiences. Individual or personal character in the organization has a very big influence on decision making. The diverse character of a person can provide an important role due to human nature and behavior which will make decisions made in a hurry. Or it could be by doing it too carefully. In practice, it requires wisdom and firmness of one individual in the decision-making process. Experience is one of the internal factors that can have a big influence on decision making. This is due to a person's experience in making decisions based on the expertise and experience of each individual according to Tewel's (2017) thinking.

The organization has a dynamic flow of life and develops from time to time. This change, of course, comes from various things. Not only the external environment of the organization alone. However, the internal environment can also be a determinant of the movement of the organization. Various kinds of pressure experienced also make the organization continue to change. One of them is by making decisions that can support the goals and targets of the organization.

In addition to several methods, models and factors, there are also decision-making styles that can be used by individuals who have responsibility for decision-making. And here are some styles in making those decisions:

1. Directive Style

This directive style decision maker has a low tolerance for ambiguity. This style has an orientation towards tasks as well as technical issues. These decision makers tend to be more efficient, effective and also pragmatic and systematic in solving problems. This directive decision maker also focuses on facts and getting things done quickly. This style will focus on action, focus on the short term and like to use power and control of all aspects. In addition, the appearance of an autocratic leadership style is characteristic of this directive style.

2. Analytical Style

Decision makers with this analytic style have a fairly high tolerance for ambiguity and are also quite robust in their tasks. In addition, this style often performs situation analysis and also evaluations that are more informed and also alternatives to directive decisions. This style also takes a longer time to make decisions by responding to the situation at hand. In line with the directive style, this style also has an autocratic style in its leadership.

3. Conceptual Style

Decision makers with a conceptual style have a fairly high side of tolerance and are also strong and concerned with the social environment. These decision makers have a broad outlook in problem solving and often consider several

options that could be profitable in the future. These decision makers will discuss everything by involving many people so they can get information and data and facts that will make it easier for them. Decision makers will rely on their intuition in the decision-making process. In addition, this style has a strong mentality in taking big risks and also has a positive tendency in determining creative solutions to problems that occur. At the same time, these decision makers can develop and support an idealistic approach to making those decisions.

4. *Style of Behavior*

Decision makers with this style of behavior have a fairly low tolerance for ambiguity. These decision makers have a tendency to work optimally with other parties and also have a tendency to like to work in open situations and convey and exchange opinions in the decision-making process. This behavior style has a tendency to accept suggestions, be sporty and also like verbal information. In addition, the tendency to avoid conflict and have a concern with the happiness of others. Practically it will make it difficult for decision makers with this style of behavior to say no to other parties. Firm decisions will be very difficult to obtain with this style.

Decision-making techniques are one aspect that must be known in terms of the decision-making process. There are several techniques that can be tried in making a decision. Here are some of these decision-making techniques:

1. *Participatory Techniques*

This technique is more oriented to traditional good behavior and is also participatory. And this technique is very often used in organizations where each individual has a role and also participates in the decision making. This technique will be applied in an informal way to individuals. It could also be a formal way to the team. Individual participation techniques themselves will influence decision makers. Meanwhile, group participation will use democratic techniques and consultation.

2. *Group Decision Techniques*

The decision-making process is supported by information technology that is often used these days. This management information system or MIS will function to assist decision makers in making approaches based on information, data and facts that have great impact and success.

3. *Delphi technique*

This technique was developed by Radn Corporation. However, this technique became popular recently as a long-term prediction technique. This technique is now used by business organizations to government and military. This technique uses the name of divination in Delphi in the Ancient Greek era. And the workings of this technique are:

- a. The group formation will contain several experts who will not interact with each other
- b. Then each member is asked to make predictions and also suggestions in making decisions
- c. Then each member in the group will receive feedback from other members without knowing the name and group
- d. Repetition will occur within a certain time until finally finding an alternative solution.
- e. This technique will be more time-consuming, costly and also not for the short term.

4. *Nominal Group Technique*

This technique still has a close relationship with the Delphi technique. That is a group approach in decision making. The difference with Delphi is that each group member will know each other. This group has often been used by social psychologists in research for many years. When carrying out the group approach, it must be developed into a special technique in the decision-making process. And this approach is called NGT or Nominal Group Technique where there are several steps consisting of:

- a. Generation of ideas that are poured into writing
- b. Feedback to all group members through short phrases or flip charts
- c. Discussion of ideas recorded as clarification as well as evaluation
- d. Vote individually on priority ideas from the group decision.

CONCLUSION

From the research and also the elaboration of the literature review, it can be concluded that the decision-making process itself requires stages and steps that must be passed by all parties. By knowing the types of methods and techniques for making decisions that are appropriate and appropriate so as not to cause adverse factors. In practice, this decision-making should not be influenced by things that can make the decisions taken actually harm an organization. Decisions taken must be able to help organizations achieve their targets. Decision making itself is one of the alternative selection actions that has a close relationship with management. Based on Herbert A. Simon that the conceptualization of decision making consists of 3 stages consisting of intelligence activities, design and also choosing. And that stage becomes the actual choice in choosing the action or decision. While Mintzberg mentions 3 stages consisting of identification, development and selection. Behavior in decision making itself has a close relationship with organizational behavior theorists. The field of decision-making behavior itself was developed outside the lines of theory as well as cognitive

organizational behavior research. There are several behavioral models of decision making consisting of economic rationality models, modern, social models, limited rationality and also biased or heuristic models of judgment. Meanwhile, the decision-making style itself is divided into directive, analytic, conceptual and behavioral styles. This style can be used to determine the strengths and weaknesses of decision makers. As for the decision-making technique itself, it consists of participatory techniques, group decisions and also Delphi and nominal groups.

REFERENCES

- Anwar H. 2014. Proses pengambilan keputusan untuk mengembangkan mutu madrasah. *Jurnal Pendidikan Islam*. 8(1): 37-49.
- Ardana, Komang, dkk. 2008. *Perilaku Keorganisasian*. Yogyakarta: Graha Ilmu
- Atmosudirdjo, 1990. *Pengambilan Keputusan (Decisions Making)*. Jakarta: Ghalia Indonesia.
- Daniel, Arthur. 2009. *The Evolution of Management Thought*. 6th Ed. USA: John Wiley & Sons.
- Ernawan E. Erni R. 2011. *Organization culture: Budaya Organisasi dalam Ekonomi dan Bisnis*. Bandung: Alfabeta.
- Fred Luthns, 2005, *Perilaku Organisasi*. Penerjemah Andhika Yuwono, Yogyakarta: Andi
- Gibson J, Ivancevich J, Donnelly J. 1992. *Organisasi dan Manajemen Perilaku, Struktur dan Proses*. Terjemahan Djoerban Wahid. Jakarta: Erlangga.
- Handoko, T. Hani. Manajemen, Edisi Kedua. BPFE: Yogyakarta. 2000.
- Harwiki W. 2016. The impact of servant leadership on organization culture, organizational commitment, organizational citizenship behaviour (ocb) and employee performance in women cooperatives. *Procedia - Social and Behavioral Sciences*. 3(219): 283 – 290.
- Hasan I, Suryadi S, Khadafi. 2004. *Pokok-Pokok Materi Teori Pengambilan Keputusan*. Jakarta: Ghalia Indonesia.
- Hasibuan M. 2014. *Organisasi Dan Motivasi, Dasar Peningkatan Produktivitas*. Jakarta: Bumi Aksara.
- Ivancevich, John M, Michael T. 2011. *Organizational Behavior and Management*. New York: McGraw-Hill Irvin.
- Kristianto J. 2017. Pengambilan keputusan dalam organisasi seni berbasis universitas: Studi kasus ansambel gitar “Inilah” UNY. *Jurnal Tata Kelola Seni*. 3(1): 2442- 53.
- Kurniawan LY, R, Afriansyah H. 2019. *Konsep pengambilan keputusan*.
- Luthns, Fred. 2005, *Perilaku Organisasi*. Penerjemah Andhika Yuwono, Yogyakarta: Andi)
- Mayer J, Allen N. 1991. Human resource management review. *Spring*. 1(1): 61-89.
- Mudassi, M. 2017. Budaya organisasi memoderasi pengaruh komitmen profesional dalam pengambilan keputusan etis. *Al-Mashrafiyah: Jurnal Ekonomi, Keuangan, dan Perbankan Syariah*. 1(1):141-9.
- Mueller J. 2014. Alternative organizational design and its impact on the future of work. *Journal of Strategic Innovation and Sustainability*. 9(1): 48-58.
- Negulescu O, Doval E. 2014. Managers’ position against risk, uncertainty and efficiency within the green industry: ten questions. *Procedia-Social and Behavioral Sciences*. 124(1): 339-43.
- Raihan. 2016. Pengambilan keputusan dalam kepemimpinan manajemen dakwah. *Jurnal Al-Bayan*. 22(34): 34-43.
- Robbins SP, Judge T. 2013. *Organizational Behavior*. 15th Ed. USA: Prentice Hall. Sari E. 2007. *Seri Manajemen Organisasi: Mengoptimalkan Peran Komunikasi Dalam Perubahan Organisasi*. Jakarta: Jayabaya University Press.
- Siagian. Sondang P. 1986. *Sistem Informasi Untuk Pengambilan Keputusan*. Jakarta: Gunung Agung
- Sobirin A. 2007. *Budaya Organisasi*. Yogyakarta: UUP STIM YKPN.
- Sola E. 2018. Decision making: sebuah telaah awal. *Jurnal Idaarah*. 2(2): 101-9.
- Sudaryanto.2000. Sumbangan administrasi kearsipan terhadap pimpinan organisasi dalam pengambilan keputusan. *Kajian Ilmu Administrasi Efisiensi*. 1(1): 89-97.
- Sulastri L. 2013. *Manajemen Sebuah Pengantar Sejarah, Tokoh, Teori dan Praktik*. Jakarta: La Goods Publishing.
- Sutarto, 2006. *Dasar-dasar Organisasi*. Yogyakarta: Gadjah Mada University Press.

Tewal B, Merinda P, Adolfina, Hendra NT. 2017. *Perilaku Organisasi*. Bandung: CV. Patra Media Grafindo.
Usmara. 2005 *Handbook of Organizations, Kajian dan Teori Organisasi*. Yogyakarta. Penerbit : Amara Books
Vaijyanthi D. 2015. *Management Principles*. Chanaai: Tamilnada Textbook Cooperation.