International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Decision-Making Policy Processes And Their Relationship To Peace, Justice, And The Establishment Of Strong Institutions

Subakdi

Faculty of Law, Universitas Pembangunan Nasional Veteran Jakarta

Abstract

Decision-making is the process of selecting the best option from several available alternatives. It can also be understood as evaluating alternatives or possibilities to identify the one that best aligns with an individual's values or goals and to develop a solution based on expectations about the future. This study aims to examine the definition and factors of decision-making, the steps required to make fair decisions, and the role of leaders in fair decision-making. It employs a qualitative method based on journals, scientific research, and internet sources related to fair decision-making by leaders. The findings indicate that a leader's success depends on the ability to influence others through direct and indirect communication, encouraging them to understand, consciously accept, and willingly follow the leader's direction. Leaders must establish clear policies, make objective decisions, provide opportunities for input before reaching a final decision, and ensure that decisions are transparent and accountable.

Keywords: Leader, Justice, and Decision-Making

INTRODUCTION

Leadership and the leader are closely related concepts, although experts offer different opinions and theories that establish criteria for defining them. A leader is an individual who can influence others and possesses leadership capacity, while leadership is the ability to influence a group toward a goal. Leadership is fundamentally a human concern. Management challenges are as unique as human beings themselves; they affect individuals as well as their lives as social beings. Therefore, every management process is inseparable from human conditions and values. Both leaders and the people they lead are human. When management is conducted in an inhumane manner, various problems arise and the process ultimately becomes ineffective. Many aspects must be understood to become a good and effective leader.

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One important issue in leadership concerns decision-making techniques. A decision involves choosing between two or more options. Decision-making is the process of selecting the best alternative from several possible decisions in order to achieve a desired outcome. Managers repeatedly face decision-making problems while carrying out their leadership responsibilities. Decision-making techniques are therefore essential for managers to understand. Every decision has consequences and effects. An effective manager is expected to make optimal decisions by understanding management decision-making techniques.

Leadership in decision-making involves answering questions about what should be done and other elements of planning. Decisions generally result from a series of steps used to analyze a problem. The analysis concludes with findings that are then considered when making a decision. A decision is the result of a thinking process through which an option is selected to solve a problem. According to Koontz, decision-making is “the selection of a course of action from among alternatives.” Decision-making is a systematic approach to identifying the nature of a problem, collecting facts and data, carefully determining alternatives, and calculating the most appropriate course of action. It focuses on accurate analysis of a problem within an organizational framework, including all relevant components. This shows that decision-making is one of the most important tasks in any organization, particularly for its leader.

Decision-making should be based on careful consideration and relevant information. The possible consequences of a decision must also be taken into account. As Smedes (1995) suggests, the correctness of a choice can be assessed by considering what happens afterward. If the anticipated outcome is positive, the decision may be implemented.

A decision should be evaluated by considering the possible outcomes. This is the first step toward determining whether a decision is appropriate. Every decision must take account of the consequences that may follow. If the likely consequences are negative, the decision should be reconsidered or withdrawn.

The Sustainable Development Goals (SDGs) encourage the involvement of all stakeholders, including governments, civil society organizations (CSOs), the private sector, academics, and young people, in achieving SDG targets. The SDGs comprise 17 goals and are commonly discussed in relation to economic development, environmental development, and law and governance. This study focuses on Goal 16: “Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable and inclusive institutions at all levels.”

Justice in a diverse society such as Indonesia remains a subject of debate because different understandings and assessments of justice do not always align. Justice is difficult to achieve and reflects the human desire to live a decent life in which one's

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rights are fulfilled. Human beings are social creatures with weaknesses and limitations, which make justice difficult to realize; perfect justice is often understood as belonging to God Almighty. Indonesia consists of many ethnic groups, races, and religions. This diversity complicates the realization of a shared conception of justice because communities may interpret fairness differently. Nevertheless, Indonesia's diverse cultures have produced customary-law principles, local wisdom, and traditions that can guide the realization of justice.

The SDGs should address procedural justice—the extent to which all parties, especially marginalized groups, can participate in the development process—and substantive justice, meaning the extent to which development policies and programs respond to people's problems, particularly those affecting disadvantaged groups. Based on this background, this study formulates the following research questions:

1. What is the definition of decision-making, and what factors influence it?
2. What steps are involved in making fair decisions to solve problems?
3. What is the role of leaders in fair decision-making?

RESEARCH METHOD

A method can generally be defined as a process or procedure used to solve a problem. This study uses a qualitative method for data collection, emphasizing in-depth observation and reviewing references published over the preceding five years. Data are drawn from publicly accessible scientific studies and journals concerning decision-making, fair leadership, and the Sustainable Development Goals (SDGs).

DISCUSSION

1. Definition and Factors of Decision-Making

Decision-making is the process of selecting the best option from several available alternatives. It should be based on the decision-maker's sound judgment because the choice may affect the future. Decision-makers need information to identify effective and efficient solutions. According to various experts, decision-making can be understood as follows:

Schermerhorn

Decision-making is the approach taken by a person facing a problem and seeking to identify opportunities arising from it.

Bowo

Decision-making is the rational process of identifying the best option from a range of alternatives. It is a process that does not occur instantly or within a short period.

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Decision-making is a problem-solving process that involves selecting the best option from the alternatives available, based on careful consideration and relevant information. It is influenced by internal and external factors. Internal factors originate within the decision-maker and include knowledge and personal character. Knowledge refers to information acquired through life experience and curiosity, particularly through sensory processes such as sight and hearing. Character refers to distinctive attitudes and behaviors that differentiate one person from another. According to Muchlas Samani, character is an individual's distinctive way of thinking and behaving, both in cooperation and in everyday life within society and the family. Knowledge and character therefore influence how a person makes decisions. External factors include the culture in which a person grows and develops. The surrounding culture shapes habits of thought and behavior and influences how a person views an issue. People in the surrounding environment may also serve as role models. Everyday habits consequently shape how individuals approach problems. Both internal and external factors influence decision-making.

2. Steps in Decision-Making

1) Problem Identification

At this stage, a person identifies and examines the main problem. Problem identification seeks to define the issue in measurable terms so that the decision-maker can understand its central features. It can begin by reviewing the available facts and identifying relevant elements, including what is missing and what needs to be added.

2) Data Collection

Data collection involves gathering facts about the problem. These facts clarify the scope of the problem and provide a more detailed understanding, making it possible to develop ideas for addressing the issue. These ideas can then be developed into alternative solutions.

3) Developing Alternatives

A leader must make the best possible estimates, which require sufficient information and an appropriate estimation method. Estimates may be based on trends in data collected and arranged chronologically, cause-and-effect analysis, or intuition. Intuition is subjective because it depends on an individual's ability to interpret feelings. Developing alternatives aims to solve the problem and achieve previously established goals and targets.

4) Decision-Making

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When selecting an alternative to solve a problem, a leader should involve all relevant parties. Leadership authority cannot be effectively exercised without the support and assistance of personnel who have different knowledge and experiences.
The leader should foster cooperation among personnel so that an alternative solution can be implemented more quickly and easily. Cooperation can be established when the leader has the necessary skills.

3. The Role of Leaders in Decision-Making

Leaders should consider different perspectives to ensure that the views of groups and individuals who may be affected by a decision are taken into account. Before deciding, a leader should consult the people involved to understand their perspectives and consider the implications for all parties. Leaders must establish clear policies, make objective decisions free from personal emotions or bias, provide opportunities for input before reaching a final decision, and ensure that decisions are transparent and accountable.

Leaders must therefore play an active role in ensuring fair decision-making. They should consider different perspectives, apply clear policies, consult relevant people, make objective decisions, provide opportunities for input, and ensure transparency and accountability.

CONCLUSION

Based on the discussion of decision-making in relation to peace, justice, and strong institutions, decision-making can be concluded to be an action taken by a leader to address organizational problems by selecting one from several possible alternatives. A leader's success depends on the ability to influence others through direct and indirect communication, encouraging them to understand, consciously accept, and willingly follow the leader's direction. Decision-making is influenced by internal and external factors. The SDGs can help address substantive justice by assessing the extent to which development policies and programs resolve citizens' problems, particularly those affecting disadvantaged groups, and procedural justice by assessing whether all parties, especially marginalized groups, are included.

Collective decision-making that reflects the principles of Pancasila can lead to consensus through a spirit of kinship and cooperation. Justice means that no party feels inferior or superior to others, thereby preserving national unity.

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