



ORGANIZATIONAL BEHAVIOR DETERMINATION AND DECISION MAKING: ANALYSIS OF SKILLS, MOTIVATION AND COMMUNICATION (LITERATURE REVIEW OF HUMAN RESOURCE MANAGEMENT)

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Abstract: Previous research or relevant research is very important in a research or scientific article. Previous research or relevant research serves to strengthen the theory and influence of relationships or influences between variables. This reviewed Organizational Behavior Determination and Decision Making: Analysis of Skills, Motivation and Communication, A Literature Study of Human Resource Management. The purpose of writing this article is to build a hypothesis of influence between variables to be used in future research. The result of this research library is that: 1) The Influence of Organizational Behavior on Organizational Behavior; 2) The Influence of Motivation on Organizational Behavior; 3) The Influence of Communication on Organizational Behavior; 4) Influence of Organizational Behavior on Decision Making; 5) Influence of Motivation on Decision Making; 6) The Influence of Communication on Decision Making; and 7) Influence of Organizational Behavior on Decision Making;

Keywords: Organizational Behavior, Decision Making, Skills, Motivation, Communication

INTRODUCTION

Understanding organizational behavior means understanding the behavior of members of an organization, both individually and in groups. Understanding an organization's behavior is not understanding how it behaves, but understanding how members of that organization behave. Understanding how members of an organization behaves is trying to understand human behavior. Understanding human behavior is difficult because every human being as an individual has different behaviors. Based on the empirical experience of many young students and lecturers as well as other researchers, it is difficult to find supporting articles in research as previous research or as relevant research. Articles as relevant researchers are needed to Strengthening the researched theory , to see the relationship between variables and build hypotheses, is also very necessary in the discussion of research results. This article examines

the influence of Skills, Motivation and Communication on Organizational Behavior and its impact on Decision Making, a Study of Human Resource Management Literature.

Based on the background, it can be formulated the problem that will be discussed to build a hypothesis for further research, namely:

1. Do skills affect organizational behavior?
2. Does motivation affect organizational behavior ?
3. Does communication affect organizational behavior?
4. Does affect decision making skills?
5. Does motivation affect decision making?
6. Does communication affect decision making ?
7. Does organizational behavior affect decision making?

LITERATURE REVIEW

Organizational Behavior

(Triatna, 2015) "Organizational behavior describes the study of what people do in an organization and that behavior affects its performance in the organization." (Utaminingsih, 2014) "Organizational behavior is an area of study that includes theories, methods and principles from various disciplines to study individual perceptions and actions while working in groups and within the organization as a whole".

(Dr. H. Candra Wijaya, 2017) Organizational behavior is a discipline that studies the behavior of individuals in organizations and their impact on the performance of both individuals, groups or organizations.

Organizational behavior as a science that continues to grow to help an organization to increase its productivity. Studying organizational behavior is somewhat abstract. Studying organizational behavior often results in or encounters complex principles where explanation or analysis is situational (Rivai, Veitzhal and Mulyadi, 2012).

Indicators of organizational behavior according to (Rivai, Veitzhal and Mulyadi, 2012)

1. Organizational behavior is a way of thinking, behavior is an activity that exists on individuals, groups, and organizational levels.
2. Organizational behavior is a multi-disciplinary that covers theories, methods and principles from a variety of disciplines.
3. In organizations there is a human orientation, where there is behavior, perception, feeling, and learning capacity.
4. Organizational behavior is performance-oriented, organizational goals are to increase productivity, how this organizational behavior can achieve these goals.
5. The external environment greatly influences organizational behavior.
6. To study organizational behavior it is necessary to use the scientific method, because the behavior of this organization is highly dependent on the disciplines that include it.

(Robbins, 2015) Organizational behavior is the study of what people do in an organization and how their behavior affects organizational performance ."

Indicators of organizational behavior according to (Robbins, 2015) are:

1. Motivation
2. The behavior and power of the leader

3. Interpersonal communication
4. Group structure and process
5. Development and perception of attitudes
6. Process of change
7. Conflict and negotiation
8. Work plan

The behavior of this organization has been widely researched by researchers before these are (Hamsah et al., 2020) , (Akmal & Hariyanti, 2020) , (Sanjaya & Moertonono, 2020) and (Darim, 2020) , (Ridwan et al., 2020) , (Ali, 1926) .

Decision-Making

Decision making is defined by (Wirawan, 2013) as the process of analyzing problems, identifying alternatives, choosing the best alternative to solve problems, implementing and evaluating the implementation of decisions.

According to Eisenfuhr (in Lunenburg, 2010) decision making is the process of making choices from a number of alternatives to achieve the desired outcome.

Decision Making Indicators Decision Making Indicators (Shamsi, 2012) as follows:

1. Purpose
2. Identify alternatives
3. Factors that could not be known before
4. It takes a means to measure the results achieved.

This decision has been widely researched by previous researchers including (Warsini & Septiawan, 2021) , (Setiawan & Pratama, 2019) , (Alwizra et al., 2020) and (Aulia, 2020) , (Brata, Husani, Hapzi, 2017) .

Skills

(Amirullah and Budiyono, 2014) "A skill is the ability to translate knowledge into practice so that it achieves the desired goal." (Bateman, Thomas S and Snell, 2012) explains "Skills are part of knowledge management which is a set of practices that aim to find and utilize intellectual data sources from organizations to fully utilize the intellectuals of people in organizations".

(Jakfar, 2013) "An important organizational component is the job or job title. To achieve the goals the organization needs to establish the types of work that must be carried out in accordance with the skills of employees"

(Amirullah and Budiyono, 2014) There are 3 (three) skill indicators, namely:

1. Technical skills (technical skills)
2. Human skills (human skills)
3. Conceptual skills (conceptual skills)

Many skills have been examined by previous researchers including (Astutik & Pambudi, 2019) , (Khoiroh & Prajanti, 2019) , (Hulu, 2020) , (Yona, 2018) and (Tanjung et al., 2020) , (Elmi et al. , 2016) , (Richardo et al., 2020) .

Motivation

Then (Wibowo, 2016) motivation is an encouragement to a series of human behavior processes on the achievement of goals. Elements contained in motivation include the element

of awakening, directing, maintaining, showing intensity, continuous nature and the existence of goals.

(V. Rivai, 2014) " Motivation is a set of attitudes and values that influence the individual to achieve the specific thing in accordance with the individual's goals"

(Marwansyah, 2014) It states that "motivation is something that gives rise to the spirit or drive of work".

The dimensions for measuring motivation (V. Rivai, 2014) are

1. Authority
2. Work Environment
3. Compensation
4. Rewards
5. Punishment

Motivation variables have been widely researched by previous researchers including (Riyanto, Sutrisno, et al., 2017) , (Bastari et al., 2020) , (Prayetno & Ali, 2017) , (A. Rivai et al., 2017) , (Chauhan et al., 2019) , (Aima et al., 2017) , and (Masydzulhak et al., 2016) .

Communication

(Darma & Supriyanto, 2017) Achmad (2014), communication is the process of transferring and exchanging messages, where these messages can take the form of facts, ideas, feelings, data or information from someone to others. Sutrisno (2017), communication is a multi-meaning concept. The meaning of communication can be distinguished based on communication as a social process of communication in this meaning exists in the context of social science. Where social science experts conduct research using a communication approach that generally focuses on human activities and the relations of messages to behavior.

(Robbins, Stephen P., 2016) Communication helps with the development of motivation by explaining to employees what to do, how well they work, and what can be done to improve substandard performance.

Communication has been widely researched by previous researchers including (CC Widayati et al., 2020) , (Christina Catur Widayati et al., 2020).

Table 1 : Previous relevant research

No	Author (year)	Previous research results	Ad where I'm concerned with this article	Difference with this article
1	(January & Setyadi, nd) 2014	Research results show existence influence integration of soft skills in eye lesson technology mechanic to behavior study student class X SMKN2 Pengasih with correlation 0.455 categories medium and increase behavior study enough significant ie 19.8%.	Influential Skills to Behavior student	Not researching about motivation and communication to behavior organization Not using intervening variables
2	(Setianingrum & DWP, 2013)	Research results showing that there is positive and significant influence _ by simultaneous Among motivation members and quality service to behavior cooperate member by 48%. by	Motivation take effect to Behavior cooperate	1. No researching regarding skills and communication to behavior organization Not using intervening variables 2. quality service take effect

		Partial motivation member take effect to behavior cooperate member by 20.4% Conclusion in study this is motivation member take effect to behavior cooperate member Cooperative Semarang State University Students		to behavior cooperate member Cooperative Semarang State University Students
3	(Adriyanto & Prasetyo, 2021)	Research results this Motivation Intrinsic take effect significant to Innovative behavior , influential knowledge sharing significant to Innovative Behavior , influential Innovative Behavior significant to Productivity Work , Motivation Intrinsic no take effect significant to Productivity Work , Knowledge Sharing is influential significant to Productivity work .	motivation _ take effect to Behavior innovative	Effect result mediation variable innovative behavior can mediate Among influence motivation intrinsic and knowledge sharing to productivity work .
4	(Jamaluddin Sawaji, 2021)	Research results show that Motivation take effect positive and significant to attitude . student in choose college tall private sector in South Sulawesi.	Motivation take effect to Decision Making	Not researching regarding skills and communication to behavior organization Not using intervening variables
5	(Mujiyati, 2016)	Research results show variable motivation take effect to taking decision	Motivation take effect to Decision Making	Knowledge and attitude also have an effect significant to taking decision in use orthodontics
6	(Wahyuni, 2018)	Research results known that motivation , perception , attitude consumer take effect by positive and significant to decision purchase Honda brand motorcycle –	Motivation take effect to Decision Making	1.Effective communication to taking decision purchase 2. no using intervening variables
7	(Dyatmika, 2021)	Motivation variable own most influential value in give influence direct to behavior student	motivation take effect to Behavior Student	Variable persuasive communication through no social campaign own significant influence _ Take effect good direct nor no direct to behavior student
8	(Alfriani, 2019)	There is positive and significant influence _ Among communication interpersonal to behavior consumers at Tondano Market districts West Tondano	Communication take effect to Behavior Consumer	There is positive and significant influence _ Among quality service to behavior consumer There is positive and significant influence _ Among interpersonal communication and quality service by together to behavior consumers at Tondano Market districts West Tondano
9	(Kandori, 2021)	there is Agricultural and Environmental PPL Communication Ward to Behavior Productive Public could received with 0.05. there is influence positive and significant to Behavior Productive community in the village Ward Settings districts South Tondano	Communication take effect to Behavior Productive	Not examine the skill and motivation variables . Not using intervening variables

		that doesn't could ignored . 2) there are influence to Behavior Productive community , can received		
10	(Azizah & Pringgabayu , 2018)	results hypothesis alternative that states " There is" Influence Formal Communication (X) Against Promotion Decision Making Position Employee (Y) at the Provincial Civil Service Agency West Java ". Whereas big influence formal communication with taking decision promotion position employee that is by 15.60%	Communication take effect to Decision Making	Not researching about skills and motivation to behavior organization Not using intervening variables
11	(Handayani, 2018)	Discussion results show that leadership and influential interpersonal communication positive by significant to the process of taking decision in realize enhancement performance employees at the Personnel and Education and Training Agency district Garut	Communication take effect to Decision Making	For could produce retrieval process good decision _ could done with perceive leadership with positive for Upgrade performance employee
12	(Budiono, 2014)	Research results this show that there is positive and significant influence _ communication organization and retrieval decision	Communication take effect to Decision Making	Not researching about skills and motivation to behavior organization Not using intervening variables
13	(Marliani & Sugiarto, 2019)	Behavior individual by simultaneous take effect significant to taking decision consumer in determine Visit Tour	Behavior individual take effect to taking decision consumer	Behavior organization

RESEARCH METHODS

The method of writing scientific articles is the qualitative method and literature review (**Library Research**). Assessing theory and the relationship or influence between variables from books and journals both *offline* in the library and *online* sourced from **Mendeley**, **Scholar Google** and other online media.

In qualitative research, literature review must be used consistently with methodological assumptions. This means that it must be used inductively so that it does not direct the questions posed by the researcher. One of the main reasons for conducting qualitative research is that the research is exploratory (Ali & Limakrisna, 2013).

FINDINGS AND DISCUSSION

Based on relevant theoretical studies and previous research, the discussion of *this literature review article* is in the concentration of Resource Management Power Humans are:

1. The Effect of Skill on Organizational Behavior.

Human-relation skills are skills to develop harmonious relationships among all members of an institution or organization. This skill is related to the ability of an entrepreneur to work together with others and motivate his subordinates to be serious in their work . (Act Ahmad Kamaludin, 2010).

Skill has an effect on Organizational Behavior, this is in line with research conducted by: (Januar & Setyadi, nd), (Akmal & Hariyanti, 2020) and (Khoiroh & Prajanti, 2019) .

2. The Effect of Motivation on Organizational Behavior.

That motivation is the mover create excitement work with all effort for reach satisfaction. Motivation member this could in the form of encouragement member in follow various activities and utilize business units (Hasibuan, 2014) .

Motivation affects Organizational Behavior, this is in line with research conducted by: (Setianingrum & DWP, 2013) , (Dyatmika, 2021) and (Adriyanto & Prasetyo, 2021) .

3. The Effect of Communication on Behavior Organization .

As a communicator, an organizational leader, manager, or administrator. Must choose one of the various methods and techniques of communication that are adapted to the situation at the time the communication is carried out. In addition, as a communicator, a manager must adapt his message delivery to the role he is playing .

Communication affects behavior Organization , this is in line with research conducted by: (Alfriani, 2019) and (Kandori, 2021) .

4. Effect of Skill on Decision Making

Skills in decision making (decision making skills), are skills to identify problems as well as offer various alternative solutions to the problems encountered .

With 3 dimensions according to (Ernie Tisnawati Sule, 2011)

- 1) Formulate problems, gather facts, and identify alternative solutions.
- 2) Evaluate each alternative and choose the best alternative.
- 3) Implement the chosen alternative, follow up on it periodically, and evaluate the effectiveness of the chosen one.

Skill has an effect on Decision Making, this is in line with research conducted by: (Yona, 2018) and (Warsini & Septiawan, 2021) .

5. The Effect of Motivation on Decision Making

motivation is something condition or intended state _ for influence nor push somebody for do taking decision for do something or action with purpose for fulfil needs life as desired.

Motivation influences decision making, this is in line with research conducted by: (Mujiyati, 2016) , (Wahyuni, 2018) and (Jamaluddin Sawaji, 2021) .

6. Effect of Communication on Decision Making

states that communication and decision making are jointly related to performance Because his ability to communicate will be very helpful in managing existing resources, especially related to human resource management. Related to decision making, so as not to make the wrong decision (Wirawan, 2013) .

Communication affects decision making , this is in line with research conducted by: (Azizah & Pringgabayu, 2018) , (Handayani, 2018) and (Budiono, 2014) .

7. Behavioral Influence Organization of Decision Making

That in making a decision should choose the best of the various available alternatives. One of the most important tasks of a leader is to determine what is best for the organization and its members. But in making decisions, sometimes leaders face a dilemma and seem to be at a crossroads (Utaminingsih, 2014).

Behavior Organizations influence decision making, this is in line with research conducted by: (Marliani & Sugiarto, 2019) and (Darim, 2020) .

Conceptual Framework

Based on the problem formulation, theoretical studies, relevant previous research and discussion of the influence between variables, the framework for thinking in this article is as follows.

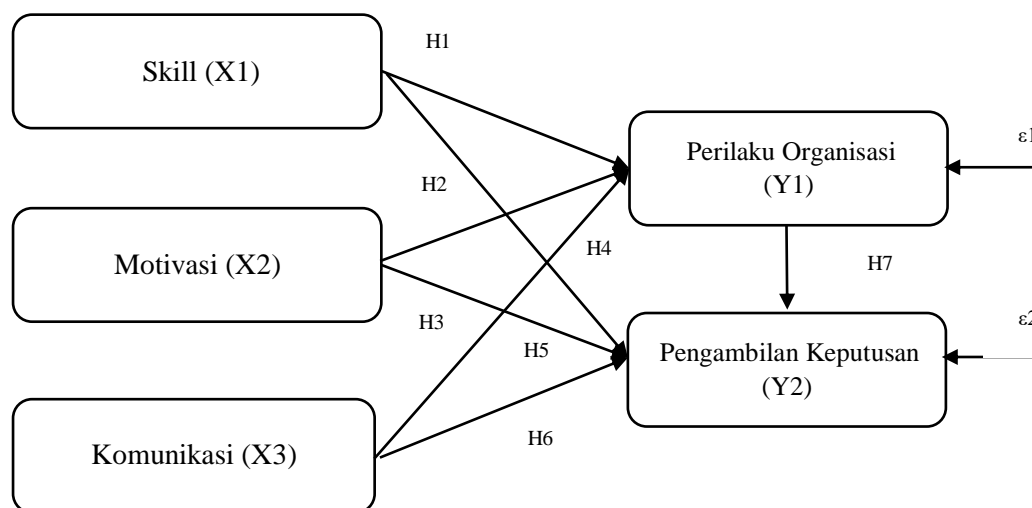


Figure 1: Conceptual Framework

Based on the conceptual framework picture above, then: Skill , motivation and communication affect behavior Organization and Decision Making either directly or indirectly.

apart from variable Skills, Motivation and Communication that affect Organizational Behavior and Decision Making variables, there are many other factors that influence Behavior Organization and Decision Making , including:

- 1) Leadership: (Limakrisna et al., 2016, (Bastari et al., 2020), (Anwar et al., 2020), (Ali et al., 2016, (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017), (Chauhan et al., 2019), (Elmi et al., 2016) .
- 2) Culture : (Purba et al., 2017) , (Brata et al., 2017), (Harini et al., 2020), (Elmi et al., 2016)
- 3) Creativity: (Desfiandi et al., 2017), (Yacob et al., 2020) , (Richardo et al., 2020), (Christina Catur Widayati et al., 2020), (Prayetno & Ali, 2020), (CC Widayati et al., 2020) .
- 4) Commitment: (Limakrisna et al., 2016), (Harini et al., 2020), (Prayetno & Ali, 2017), (Riyanto, Yanti, et al., 2017), and (Masydzulhak et al., 2016)

CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the formulation of the article, theory and discussion In this article , it can be concluded that the hypotheses used for further research are :

1. Skills affect Behavior Organization .
2. Motivation affects behavior Organization .
3. Communication affects behavior Organization .
4. Skill has an effect on Decision Making .

5. Motivation has an effect on Decision Making .
6. Communication has an effect on Decision Making .
7. Behavior Organization influences Decision Making .

Suggestion

Based on the conclusions above, the suggestion in this article is that there are many other factors that influence behavior Organization and Decision Making , apart from Skill , Motivation and Communication at all types and levels of an organization or company, therefore further studies are needed to find out what other factors can influence behavior Organization and Decision Making in addition to those examined in this article.

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