



Literature Review of: Decision Support System: Organization, Human Resources and Knowledge Management

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Abstract: Previous research is very important in scientific research or article. The theory and phenomena of the relationship or influence between variables are strengthened by previous research or relevant research. This article examines the variables that influence the Decision Support System, specifically Organization, Human Resources, and Knowledge Management, as well as doing a literature review on Decision Support System Management. The purpose of this article is to build a hypothesis of the influence between variables to be used in further research. The results of this literature review article are: 1) Organization influences the Decision Support System; 2) Human Resources affect the Decision Support System; and 3) Knowledge Management influences the Decision Support System.

Keywords: Decision Support System, Organization, Human Resources, Knowledge Management

INTRODUCTION

Case Background

Every student must undertake research in the form of theses, theses, and dissertations, whether they are in Strata 1, Strata 2, or Strata 3. This is also done by lecturers, researchers, and other functional personnel who actively conduct research and make scientific articles for publication in scientific journals.

Scientific work is one of the conditions for students to complete their studies at most universities in Indonesia. This provision applies to all levels of education, namely Thesis S1, S2, and S3.

Based on empirical experience, many students and authors have difficulty in finding supporting articles for their scientific work as previous research or as relevant research. Relevant articles are needed to reinforce the theory being researched and look at relationships or influences between variables and build hypotheses. This article discusses the influence of Organization, Human Resources, and Knowledge Management on Decision Support systems, a literature review study in the field of Decision Support System Management.

Research Questions

Based on this background, formulated problems that will be discussed to build hypotheses for further research, namely:

- 1) Does the Organization affect the Decision Support System?
- 2) Does Human Resources affect the Decision Support System?
- 3) Does Knowledge Management affect the Decision Support System?

LITERATURE REVIEW

Decision Support System

DSS was created in 1971 by G. Anthony Gorry and Michael S. Scott Morton to direct computer applications on management decision making.

A Decision Support System is a computer-based information system that combines models and data in a way to solve semi-structured problems with the full engagement of its users (Broadly, 2000); (Ephrain, 2002). DSS can be broadly classified into two types, namely model-based DSS and data-driven DSS (Power, 2002):

- a) Model-Based DSS. This system is a standalone system and is not connected to other major corporate information systems. The analysis capabilities of this system are supported by several powerful theories (or models) along with a good user interface that makes it easy to use. The use of models in this system helps us to perform what-if analysis and other similar things. This system is used to create simulation models, do the planning, and scheduling, and create reports in the form of statistics.
- b) Data-Based DSS. The system can analyze large amounts of data from a variety of sources, such as organizational data, data from enterprise systems, and data from the web. Data collected from various sources is stored in data banks. A data bank is a database that can store present and past data extracted from various operational systems, and provide specific reporting and request tools.

A Decision Support System is a tool for managers to solve problems that can support decision-making (Retnowati and Agus Wahyudi, 2002). The characteristics of a decision support system are:

- a) Support decision-making to address structured, semi-structural, and unstructured issues.
- b) Output is intended for organizational personnel at all levels.
- c) Support in all phases of the decision-making process: intelligence, design, choice.
- d) The existence of a human or machine interface, where humans (users) still control the decision-making process.
- e) Using mathematical and statistical models that are in accordance with the discussion.
- f) Have the ability to communicate to obtain information according to needs.
- g) It has subsystems integrated in such a way that it can function as a unitary system. Requires a comprehensive data structure that can serve the information needs of all levels of management.
- h) Easy to use approach. The characteristic of an effective decision support system is its ease of use and allows the user's flexibility to choose or develop new approaches in discussing the problem at hand.
- i) The ability of the system to adapt quickly, where decision-makers can face new problems and at the same time can handle them by adapting the system to the conditions of change that occur. (Turban et al., 2005)

Keen dan Scoot Morton, 1978:

- a) DSS combines human intellectual resources with computer capabilities, to improve the quality of decisions. It is a computer-based support system for management decision-makers to solve semi-structured problems.

- b) Decision Support System is the combination of sources of individual intelligence with the ability of components to improve the quality of decisions.
- c) Decision Support Systems are also computer-based information systems for decision-making management that deal with semi-structural issues.

DSS is an information system that is expected to help management in the decision-making process. The thing that needs to be emphasized here is that the existence of DSS is not to replace the tasks of managers but to be a means of support (tools) for them. DSS is actually an implementation of decision-making theories that have been introduced by sciences such as operation research and management science. This Decision Support System has been researched by many previous researchers including (Wahono H & Ali H., 2021), (Zahran, R., & Ali, H., 2020), and (Pratiwi, H., 2016).

Organization

An organization is a form of cooperation of a group of people or people in a particular field to achieve a certain goal (Etzioni, 1969). Etzioni further explained that the organization has characteristics: a) The existence of a division of labor, power, and responsibility of communicating, division planned to enhance the realization of special goals. b) There are one or more centers of power that oversee the implementation of joint efforts in the organization and supervision. In order to achieve the organization's goals, this center of power must also appoint continuous implementation of the organization and reorganize its structure to improve efficiency. c) Personnel arrangements such as people who work unsatisfactorily can be moved and then appoint other employees to carry out their duties.

An organization is a consciously coordinated system of activities, or a force of two or more human beings (Barnard in Thoha, 1996:98). From this understanding Barnard elaborates in more detail about the elements of the wealth of an organization, among others: a) The organization consists of a series of activities achieved through a process of awareness, intentionality, and coordination that is intended.; b) An organization is a group of people to carry out a certain purposeful excitement; c) The organization requires communication, which is a desire from some of its members to take part in achieving goals with other members. In this case, the emphasis is on the role of a person in the organization, among which there are some members who must be informed or motivated, and others who must make decisions.

Organization as a place/container is more static, while as a process is more dynamic, because of its dynamics, activities, actions, and connection that occur in the organization, communication can be formal or non-formal or informal (Suradinata, 1996: 26). Suradinata suggests the characteristics of the organization are as follows: Two or more people who have known; The existence of different activities but related to each other and one unit of effort to achieve common goals; Every member of the organization has a thought/energy contribution; The division of duties, functions and authorities, and supervision; The existence of a mechanism of work; Predefined goal achievement.

Nawawi (1993: 55-56) said that the organization will only function if the leaders have the ability to make decisions and order their implementation to the members of the organization in accordance with the areas of duty and responsibility. An effective leader or manager is a leader who is able to make policies and make relevant decisions. For this reason, in order for the decision-making process to run effectively, the organization needs to be organized in such a way that the work and decision-making processes can be distributed and flow simultaneously and continuously.

In order for the main tasks and functions of the organization to be carried out properly so that the decision-making process can run effectively, then in the preparation of the organization needs to be based on the principles of a proper organization in accordance with the needs of environmental changes both internally and externally. Sutarto (2002: 209) put

forward the eleven principles of organizing as follows: Clear purpose; Determination; Division of Labor; Coordination; Delegation of authority; Spend of Control; Organization level; Unity of Command; Flexibility; Sustainability; Continuity.

From the expert opinions that have been expressed above, it can be concluded that an According to the expert opinion given above, an organization is a collection of people who are purposely formed and work together methodically and continually in order to achieve a specific goal. "Organization is the methodical putting together of interdependent parts to produce a cohesive whole through which authority, coordination, and control may be exerted to achieve a specific aim," according to Dimock, as quoted by Suradinata (1996:26). According to Dimock, organization is the methodical integration of interdependent/related elements into a cohesive whole through authority, coordination, and supervision in order to achieve set goals. Organizations have been studied by many previous researchers including (Syarif F, 2020), (Fahidatul Ade Saputra, R., Suko Pranoto, C., & Ali, H. (2021)), and (Afrianti, V, 2021) .

Human Resources

Human resources are sources that contain the quality of business made by a person (human) in a certain period of time and for a specific purpose, for example: to produce or produce a good and service. Human Resources (HR) is related to the quality of human beings themselves, it can be seen in the ability of humans to work, or able to do all useful and useful activities, for example, economic activities. (Sumarsono, 2003). Activities related to Human Resources generally include (1) Organizational Design, (2) Staffing, (3) Reward Systems, benefits, and compliance, (4) Performance Management, (5) Worker and Organizational Development, (6) Communication and Public Relations (Bernardin, H.John and Russel., 2010).

Human Resources is one of the most important factors in a company judging from other factors besides capital. Therefore, human resources are needed to be managed properly so that the effectiveness and efficiency of the organization are improving well. (MTE Hariandja, 2002). Human Resources is also defined as planning, organizing, mobilizing, and supervising procurement, development, compensation, integration, maintenance, and termination of employment with a view to achieving the organization's objectives in an integrated manner. (Umar, 2001: 331).

Human Resources is the development and utilization of employees in order to achieve effective individual, organizational, community, national, and international goals and objectives (Moses N Kiggundu, 1989). Dimensions or indicators of Human Resources are leader behavior and motivation towards Employee Performance as a result of research on task behavior affecting employee performance, relationship behavior affecting employee performance, work motivation affecting employee performance, (Mukzam, 2000).

From some expert opinions on Human Resources, it can be concluded that human resources are employed in a company/organization as pioneers, thinkers, and planners to achieve company / organizational goals. Broadly speaking, human resources are individuals who work as activists of an organization or company and are assets of a company/organization that must be trained and developed. Human Resources has been researched by many previous researchers including those (Purwanto, H., 2017), (Friedyadie, F., 2016), and (Kristiyanti, D. A., 2017).

Knowledge Management

Knowledge management is a systematic coordination within an organization that regulates human resources, technologies, processes and organizational structures in order to increase value through reuse and innovation. This coordination can be achieved through

creating, sharing and applying knowledge by using the experience and actions taken by the company for the continuity of organizational learning (Dalkir, 2011).

Knowledge management is the process of human activity that deals with knowledge but does not deal with the privileged nature of different types of knowledge or the relative importance of different knowledge in an organization. (Chen et al, 2010). Knowledge management is focused on processes and mechanisms for finding and sharing experiences with external organizations or stakeholders (Davenport & Prusak, 1998).

Knowledge management is the process by which the creation or placing of knowledge, managing the dissemination and use of knowledge in an organization. (Darroch, 2003). Research has shown, that knowledge management is positively related to the success of an organization, especially in manufacturing companies. (Gregory, et al, 2010).

Knowledge management and Collaboration System are closely related. The knowledge that cannot be communicated and shared with others becomes useless. Knowledge has a useful value when spread to all companies. This will then add value to the company. A portion of the stock market value in an organization is related to intangible assets. Knowledge management is an instrument that plays an important role in addition to reputation, business processes, and unique trademarks. Although the impact of Knowledge-based investments is very difficult to measure, knowledge-based projections that have a good reputation can be proven by good results in investment activities. (Handijono, 2020).

Knowledge Management has been researched by many previous researchers including (Primawanti, E. P., & Ali, H, 2022), (Agus, S. Y., & Richard, K.,2008), dan (Wulantika, L, 2012).

Table 1. Relevant Previous Research

No	Author (years)	Previous research results	Similarities with this article	The difference with this article
1	Syafrizal (2010)	DSS is created as a way to meet the needs of a manager who is part of hr in making specific decisions in solving problems specific to a company.	The Influence of Organization and Human Resources on DSS	DSS Management affects
2	Saliman (2010)	DSS provides support takers in business development in a company and also organizations	Organizational Influence on the use of DSS	The function of DSS can facilitate the performance of organizations and companies.
3	Nasahr, Sukamto, dan Parashakti (2016)	Organizational performance is a factor of the use of DSS in choosing the best employee performance.	The organization is a factor that affects DSS	Systemaika how DSS is able to facilitate the assessment of the best traffic in an agency
4	Rachman (2018)	Application Able to generate choices in solving problems in human resources and organizations	The Influence of Organization and Human Resources on DSS	Implementation of DSS in selecting human resources in the Company
5	Whetyningtyas (2018)	DSS is able to support organizations and human resources by creating various alternative options in decision-making by	The Effect of Knowledge Management on DSS	DSS is influential in Organization and human resources

		producing knowledge management.		
6	Sulaiman (2015)	Application is a factor in using DSS because DSS has various alternatives in making decisions.	The Effect of Knowledge Management on DSS (knowledge management, information systems, applications)	Implementation of DSS in solving problems so as to produce applications that are able to solve the problem.

RESEARCH METHOD

The method of writing scientific articles is by using qualitative methods 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 the study of relevant previous theories and research, the discussion of this literature review article on the DSS concentration is:

The Organization's Influence on the Decision Support System.

Organization affects the Decision Support System, where the dimensions or indicators of the Organization (internal state of the organization, human resources, availability of funds, and completeness of the organization and organizational structure) affect the dimensions or indicators of the Decision Support System (Personal Knowledge, Job Procedure, technology), (Kosasih and Budiani, 2007).

To improve the Decision Support System by paying attention to the Organization, then what must be done by management is to make changes to the organizational structure to affect the improvement of employee performance, which is supported by the accuracy of the division of duties and responsibilities (Suaib M.R., 2008).

Organization affects the decision support system, if the organization is well perceived by customers/consumers, it will be able to improve the quality of the decision support system in the company, (M. Fitiri and Widho, 2002).

The results of the study were supported by Robins (1996) who stated: "Organizational structure is a tool of organizational control that shows the increasing level of authority of top leaders in decision making which is extremely grouped into two, namely centralization and decentralization".

While Widjajanto (2001; 18) also added: "Organizational structure is a hierarchical structure that leads to an arrangement of division of responsibility according to hierarchical levies shown for individual decision making in an organization".

Based on the above organizational theory, the organization determines the level of authority, responsibility, and decision-making process. If it is associated with DSS, it can be understood that organizations that have a pattern of departmentation and organizational hierarchy that prioritize decentralization of technical policies to the organizational level below and centralization of strategic policies at the organizational level above it can accelerate the decision-making process according to the portion of responsibility and authority of each level of the organization.

The organization influences the Decision Support System, this is in line with research conducted by: Widjajanto (2001; 18), (Robin, 1996), and (Fahidatul Ade Saputra, R., Suko Pranoto, C., & Ali, H. (2021).

The Human Resources Influence on the Decision Support System.

Human Resources affects the Decision Support System, where the dimensions or indicators of the Organization (internal state of the organization, human resources, availability of funds, as well as the completeness of the organization and organizational structure) affect the dimensions or indicators of the Decision Support System (leadership behavior, motivating ability, communication skills, ability to control subordinates, and responsibilities), (Afrianti, V., 2021).

To improve the Decision Support System by paying attention to the Organization, then what must be done by management is that leaders have the ability to make decisions and order their implementation to organizational members in accordance with the field of duties and responsibilities, where an effective leader or manager is a leader or manager who is able to make policies and take relevant decisions (Nawawi, 1993).

Human Resources affects the Decision Support System, if Human Resources is well perceived by customers/consumers then this will be able to improve the quality of leadership that has a positive and significant influence on the performance of the Decision Support System, (Kurniawan, AW, 2012).

Human resource development is an effort that indicates a movement towards a better or improved situation for an individual in the organization (Mahmudah, 2007; Price, 2003:558; Ayuningtias, 2007:10). Human resource development has a vital role in trying to direct, encourage, and motivate the improvement/development of the abilities and skills of employees implemented in their work to achieve the effectiveness of human resources in organizations (Leeand Bruvold, 2003). Human resource development has concepts for self-development, training programs, and career advancement to meet the organization's need for expertise in the future.

Human Resources influence the Decision Support System, this is in line with research conducted by: (Kurniawan, AW., 2012), (Setiawan, A., & Pratama, S., 2019), (Dewi, R., & Hoesada, J., 2020), and (Gopay, Ranga C., Rumawas W., & Sambul, Sofia A.P., 2021).

The Effect of Knowledge Management on the Decision Support System.

To improve DSS by paying attention to knowledge management, three indicators of knowledge management according to (Kosasih and Budiani 2007) are:

- a) *Personal Knowledge* is the knowledge possessed and obtained by employees in each work unit in the form of knowledge or experience from everyday events and from other sources.
- b) *Job Procedure* is a responsibility or task that must be carried out by employees based on existing Standard Operation Procedures and formal in nature.
- c) *Technology* is a medium of disseminating information through internet means that are used to support every employee's work activities in the organization.

Knowledge Management affects the Decision Support System, where the dimensions or indicators of the Organization (authority, responsibility, and decision-making process) affect the dimensions or indicators of the Decision Support System (personal knowledge, job procedure, and technology), (Kosasih and Budiani 2007). In its development, Knowledge Management and organizational performance have an excellent positive influence (Puryantini, et al., 2017 and Samsiah, et al., 2018)

To improve the Decision Support System by paying attention to Knowledge Management, what must be done by management is to produce prosperity from the

intellectual side or knowledge base assets, which is something of value without the physical dimension attached to people, or obtained from processes, systems, and cultures related to organizations, brands, individual knowledge, intellectual property rights, licenses and organizational knowledge (databases, an understanding of organizational processes and relationships in which these processes are achieved through the creation, sharing, and application of knowledge and through valuable lessons and best practices in the company's memory in order to encourage organizations to continue to learn to achieve competitive excellence in decision making (Townley, 2001).

Knowledge Management affects the Decision Support System, if the Organization is well perceived by customers/consumers then this will be able to improve the quality of the organization's business processes in the Decision Support System, (Satoto, S, 2017) are:

- a) Time and cost savings (With a well-structured source of knowledge, organizations will be easy to use the knowledge for other contexts, so that the organization will be able to save time and costs);
- b) Increased knowledge assets (Knowledge sources will provide convenience to each employee to utilize so that the process of utilizing knowledge in the organizational environment will increase, which eventually the creative and innovation process will be encouraged more widely and each employee can improve his competence);
- c) Adaptability (The organization will be able to easily adapt to the changes in the business environment that occur); and
- d) Product improvement (Existing knowledge can be reused for processes or products to be developed, so that the productivity of the organization will increase).

Knowledge Management affects the Decision Support System, this is in line with research conducted by: (Ulfiyati, Y., & Utomo, C., 2015), (Yusvianda, C., 2017), and (Siagian, G. S., & Ikatrinasari, Z. F., 2019).

Conceptual Framework

Based on the formulation of problems, theoretical studies, relevant previous research and discussion of influences between variables, then in perangka think this article as below.

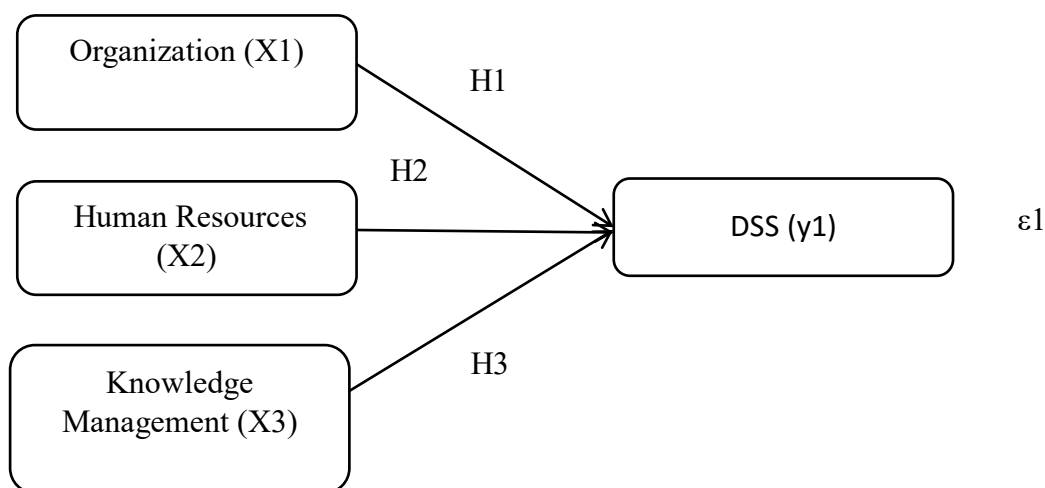


Figure 1: Conceptual Framework

Based on the conceptual framework image above: Organization (x1), Human Resources (x2), and Knowledge Management (x3) affect the Decision Support System (y1).

Aside from these three exogen variables that affect the Decision Support System, there are many other variables that affect it, including:

- a) Culture and environment organization: (Fahidatul Ade Saputra, R., Suko Pranoto, C., & Ali, H. (2021), (Purba et al., 2017), and (Ali & Sardjijo, 2017)
- b) Leadership style: (Sunarsi & Yuliani, 2019), (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) dan (Elmi et al., 2016).
- c) Warehouse Data: ((Wahono & Ali, 2021)
- d) Organization: (Sari & Ali, 2019), (Brata, Husani, Hapzi, 2017), (Limakrisna et al., 2016), (Desfiandi et al., 2017), (Harini et al., 2020), (Riyanto et al., 2017), (Sulaeman et al., 2019), (Ali, 1926), (Masydzulhak et al., 2016), (Widodo et al., 2017), (Silitonga et al., 2017), (Rivai et al., 2017), (Prayetno & Ali, 2017), (Saputra & Ali, 2021), (Saputra & Ali, 2022).
- e) system: (Shobirin & Hapzi Ali, 2019), (Ashshidiqy & Ali, 2019), (Sari & Ali, 2019), (Djojo & Ali, 2012), (Darwisyah et al., 2021), (Somad, A., Imron Rosadi, K., & Ali, 2021), (Erlina Gusnita, Hapzi Ali, 2021)
- f) Software: (Indarsin & Ali, 2017), (Assagaf & Ali, 2017)

CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on theory, relevant articles and discussions can then be formulated as hypotheses for further research.: 1) Organizations affect the Decision Support System, which is an organization that has a pattern of departmentation and organizational hierarchy that prioritizes decentralization of technical policies to the organizational level below and centralization of strategic policies at the organizational level above it can accelerate the decision-making process according to the portion of responsibility and authority of each level of the organization. 2) Human Resources affects the Decision Support System, i.e. leaders have the ability to make decisions and order their implementation to organizational members in accordance with the field of duties and responsibilities, where an effective leader or manager is a leader or manager who is able to make policies and take relevant decisions. 3) Knowledge Management affects the Decision Support System, which produces prosperity from the intellectual side or knowledge base assets, which is something of value without the physical dimensions attached to people, or obtained from processes, systems, and cultures related to organizations, brands, individual knowledge, intellectual property rights, licensing and organizational knowledge (databases, understanding of organizational processes and relationships) where This process is achieved through the creation, sharing, and application of knowledge as well as through valuable lessons and best practices in the company's memory in order to encourage organizations to continue learning to achieve competitive excellence in decision making.

Suggestion

Based on the conclusion above, the advice in this article is that there are many other factors that affect the Decision Support System, apart from organizations, human resources, and knowledge management at all types and levels of organizations or companies, therefore further studies are needed to look for other factors that can affect the Decision Support System in addition to the variable that is researched in this article. Other such factors as Culture and Organizational Climate, Leadership Style, and Data Warehouses.

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