



## THE EFFECT OF EXPERIENCE, SKILL AND ENVIRONMENT ON DECISION MAKING (LITERATURE REVIEW STUDY)

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**Abstract:** Literature review article on the influence of experience, skills and the environment on decision making is a scientific article that aims to build a research hypothesis on the influence between variables that will be used in further research, within the scope of Human Resource Management. The method of writing this Literature Review article is the library research method, which is sourced from online media such as Google Scholar, Mendeley and other academic online media. The results of this Literature Review article are that: 1) Experience influences Decision Making; 2) Skill has an effect on Decision Making; and 3) Environment influences Decision Making. Apart from these 3 exogenous variables that affect the endogenous variables of Decision Making, there are still many other factors including the variables of Leadership, Motivation, Education.

**Keywords:** Decision Making, Experience, Skill, Environment

### INTRODUCTION

To run an organization or activity, it is necessary to make a good plan which will later be decided by someone who has the authority to make decisions. Because of the importance of planning in an organization and the decisions made, it is necessary to have an expert in this field. For this reason, a research was made to determine the factors that influence decision making, namely: environment, experience and skills. With good decision making and good analysis, a plan or activity will go well according to the predetermined plan. This article discusses the factors that influence decision making.

Based on the above background, the researchers determine the formulation of the problem as follows:

1. Does Experience Affect Decision Making?
2. Does Skill affect Decision Making?
3. Does the Environment Affect Decision Making?

### LITERATURE REVIEW

#### Decision Making

Decision Making is logical decision-making that requires understanding the problem and knowledge of alternative solutions. Dimensions or indicators of decision-making are information systems that are more precise, resulting in better decision-making. (Aswiputri, 2022)

Decision-making is a dynamic process influenced by many forces, including the organizational environment, knowledge, skills, and motivation. Decision-making is the science and art of selecting alternative solutions or alternative actions from several alternative solutions and available activities to solve problems. Dimensions or indicators of decision-making are Personalities and Decision-Making Skills. Whether or not the decision is taken depends on the skills and personality of the decision-maker. This includes assessment, needs, level of intelligence, capacity, capability, skills, and others. (Sivaram et al., 2020)

Decision-making is selecting a preferred option or action from among alternatives based on given criteria or strategies. Dimensions or indicators of decision-making are decisions based on intuition or feelings that are more subjective and easily exposed to suggestions, external influences, and other psychological factors. Intuitive decision-making takes a short time for problems of limited impact. (Wicaksono & Mudiantono, 2017)

Decision-making is how someone interprets, responds, and the way someone reacts to the situation he faces. Dimensions or indicators of decision-making are the availability of the necessary information. A decision is taken to solve the problem in it. To get a solution to solving the issue at hand, it is essential first to know the causes and effects of the pain. Collecting data that has direct and indirect links with the problem is required. The data is then processed so that it eventually becomes information. The information required must be complete as needed, reliable, and current. Based on this information, decisions can be made well. (Kuzgun dan Bancali , 2017)

Decision making, according to Terry (2013), is decision making, namely the selection of behavioral alternatives from two or more options, actions to solve the problems encountered through the choice of one of the possible alternatives. Dimensions or indicators of decision-making are decisions based on experience that are useful for practical knowledge. Experience and ability to predict what is the background of the problem and how to solve it are very helpful in facilitating solving the problem. (Hidayatullah et al., 2018)

Decision making has been researched by previous researchers, namely: (Wahono & Ali, 2021), (Putra & Ali, 2022), (BAstAri, A., & Ali, 2020).

## **Experience**

Experience is a skill that has been known and mastered by someone as a result of actions or work that has been done for a certain period. which are relevant are: Length of service, level of knowledge and skills possessed, and mastery of work or equipment. (Pratama & Renny, 2022)

Ranupandojo in Linda (2021) experience is a measure of the length of time or period of work that a person has taken to understand the tasks of a job and have done them well. The decision to place a person's position, which is supported by experience, can improve his performance and have an impact on increasing company performance. (Sudiarso, 2022)

According to Siagian (2007: 52), work experience refers to how long a person has worked, how many types of work or positions he has done, and how many periods of service he has worked in each of these jobs or assignments. Many organizations pay attention to work experience (seniority) as a basis for promotion requirements (career development) by looking at the following considerations: (a) as a reward for an employee's services in terms of loyalty to the organization, (b) the assessment is objective because it is sufficient to compare years of service. The work of certain people considered for promotion (c) encourages the organization to develop its employees because the organization will eventually promote the employees who have worked the longest.

Experience has been researched by previous researchers, namely: (Suharyono & Ali, 2015), (Setyadi et al., 2017), (Mukhtar et al., 2016), (Lathiifa & Ali, 2013).

## Skill

The company's activities must be supported by the skills it has so that it can provide an advantage compared to its competitors. According to Sumarwanto (2010), in his research, skills are the ability to learn before producing something with minimal expenditure of time and energy. From this understanding, It can understand that a successful organization must be able to increase its ability to create something by studying it first with minimal time and energy. (Azzahra, 2020)

According to Kaplan (2005), Skills are the distinctive competencies of the organization: What it does best along dimensions such as people, management practices, processes, systems, technology, and customer relationships. From the above understanding, it can interpret that skills are distinctive competencies that organizations possess related to people, management practices, processes, systems, technology, and customer relations. In this regard, business organizations in their daily activities seek to improve and align their skills through human, information, and other organizational capital to achieve their goals. (Elmi et al., 2016)

Skills have been researched by previous researchers, namely: (Ismail et al., 2022), (Ilhamalimy & Ali, 2021)

## Environment

Everyone is inseparable from their environment. Optimizing one's work performance can also be influenced by the work environment. The environment is everything that is around it and has an influence on carrying out the assigned tasks (Ferawati, 2017). The better the work environment a person has, the better a person's work performance will be. (Nathanael, 2021)

According to Farizki (2017), the term environment comes from English, namely environment and human environment, which means environment and the environment or the human environment. (M. Daud Silalahi, 2001). This term is then widely used in various sciences and in making regulations. According to Otto Soemarwoto (2004), the environment or the human environment is the sum of all objects and conditions in the space we occupy that affect our lives. This living environment does not only cover the earth and its contents but also includes the area. According to Munadjat Danusaputro, the environment is all objects and conditions, including where humans are and influence their actions, which are contained in the space where humans are located and affect the life and welfare of humans and other living bodies. (Arianto, 2013)

Thus the environment can be divided into 2 basic categories namely; The physical environment is everything in the physical form that is around a person's workplace and has a direct and indirect influence on his work. For example; the height of tables and chairs that will affect the ergonomics of workers, a safe working atmosphere in moving and the level of noise from outside and inside the room. Non-physical work environment is all conditions that may occur in a person's workplace that can affect his psychological performance. For example; working relationship between workers and their superiors, subordinates and including their co-workers. (Astinatria & Sarmawa, 2020)

The environment has been studied by previous researchers, namely: (Ali & Sardjijo, 2017), (Kasman & Ali, 2022), (Suleman et al., 2020), (Wijaksono & Ali, 2019), (Supriyanto et al., 2020), (Aulia & Agustina, 2015)

**Table 1. Relevant Previous Research**

| No | Author (year)           | Revious Research Results  | Similarities with this artile         | Difference with this article                       |
|----|-------------------------|---|---------------------------------------|--|
| 1  | (Harahap & Ali, 2020)   | Managerial Performance Model Through Decision Making And Emotional Intelligence In Paluta District  | Discussing Decision Making            | Discussing managerial performance                  |
| 2  | (Putra & Ali, 2022)     | Organizational Behavior Determination And Decision Making: Analysis Of Skills, Motivation And Communication (Literature Review Of Human Resource Management)    | Discussing Decision Making            | Discussing Organizational Culture                  |
| 3  | (Nabawi, 2019)          | The Influence of Work Environment, Job Satisfaction and Workload on Employee Performance  | Discussing the Work Environment       | Discussing Job Satisfaction and Workload           |
| 4  | (Fahmi & Ali, 2022)     | Determination Of Career Planning And Decision Making: Analysis Of Communication Skills, Motivation And Experience (Literature Review Human Resource Management) | Discussing Decision Making and Skills | Discussing Career Planning                         |
| 5  | (Sulaeman Ardika, 2014) | The Effect of Wages and Work Experience on Productivity of Carving Craft Employees in Subang Regency  | Discussing Decision Making            | Discussing the Effect of Wages and Work Experience |

## RESEARCH METHODS

The methods of writing scientific articles are qualitative methods and literature studies or library research. Reviewing theories and reviewing literature books that are in accordance with the theories discussed, especially the scope of human resource management (HRM).

Besides that, it also analyzes reputable and unreported scientific articles and journals. All scientific articles sourced from Google Scholar and Mendeley.

Qualitative research must use a literature review 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). In the next stage, it will discuss it in-depth in the section entitled "Related literature" or "library review" (Review literature) as the basis for formulating hypotheses. In the final stage, these two kinds of literature become the basis for comparing the results and findings. -findings revealed in research. (H. Ali & Limakrisna, 2013).

## DISCUSSION

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

### 1. The Effect of Experience on Decision Making

Experience affects decision making, where the dimensions or indicators of expertise are: length of service, level of knowledge, skills possessed, and mastery of work or equipment affect decision making or determining positions or positions that follow expertise. (Linda, 2021)

It can implement to gain work experience through education, task execution, information media, seminars, upgrading, association, and observation. Someone with work experience will provide the following benefits: Get better confidence in dealing with a job, the authority will increase so that it can influence other people to work according to their wishes.

Experience influences decision making in line with research conducted by: (Ali, 2019b), (Thanh Nguyen et al., 2019).

### 2. The Effect of Skill on Decision Making

Bernadin and Russell in Ismail (2021) state that knowledge, skills and skills are criteria that must be met in the decision to implement employee placement. Moehariono in Linda (2021) in detail there are 5 dimensions of skills that must be possessed by individuals, namely: Task skills, Task Management skills, Contingency management skills, Job role environment skills and Transfer skills. Spencer (2021) skills are formed by 5 indicators, namely: motives, traits, self-concept, knowledge and skills.

Skill influences decision making, this is in line with research conducted by: (Putra & Ali, 2022), (Kasman & Ali, 2022), (Saputra, 2022c).

### 3. The Effect of Environment on Decision Making

Experience affects Decision Making, where the dimensions or indicators of Environment are: class level, promotion, dedication affect the dimensions or indicators of decision making. (Salmida, 2018)

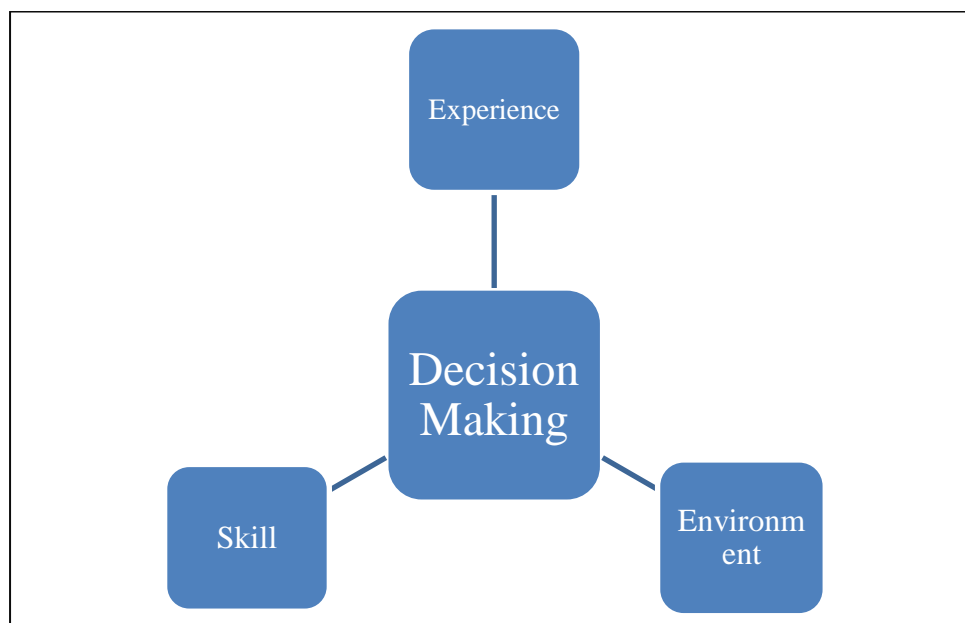
The work environment partially affects career planning and motivation, this shows that the better the employee's work environment, the more employee performance will be. (Ismail, 2021)

The environment influences decision-making, this happens because the Indonesian community environment generally likes to gather with friends with various kinds of events. To further increase competition and give a positive image to the community, the company should often hold activities that directly interact with the community which are later expected to attract people's attention to buy their products.

The environment influences decision making, this is in line with research conducted by: (Ali & Sardjijo, 2017), (Kasman & Ali, 2022)

### Conceptual Framework

Based on the problem formulation, theoretical studies, previous research and discussion of the influence between variables, the conceptual framework is obtained as follows:



**Figure 1: Conceptual Framework**

Based on the conceptual framework picture above, then: Experience, Skill and Environment affect Decision Making.

Apart from the variables of Experience, Skill and Environment that affect Decision Making. There are many other factors that influence Decision Making, including:

- 1) Leadership: (Ali et al., 2016), (Chauhan et al., 2019), (Hermawan, 2022a), (Hermawan, 2021a), (Suharyono & Ali, 2015), (Mukhtar et al., 2016), (BAstAri, A., & Ali, 2020).
- 2) Motivation: (Prayetno & Ali, 2017), (Masydzulhak et al., 2016), (Putra & Ali, 2022), (Hermawan, 2022b), (Suharyono & Ali, 2015).
- 3) Education: (V. N. Sari & Ali, 2019), (Ali & Sardjijo, 2017), (Sudiantini & Dewi Shinta, 2018).
- 4) Work Culture: (D. P. Sari & Ali, 2022), (Ismail et al., 2022), (Saputra, 2022c), (Saputra & Ali, 2021), (Hermawan, 2021b), (Setyadi et al., 2017), (Saputra, 2022b).
- 5) Social: (Kholisoh & Ali, 2020), (Mansur & Ali, 2017), (Ali, 2019a), (Saputra & Ali, 2022), (Arifin & Hermawan, 2022), (Suleman et al., 2020), (Saputra, 2022a).

### CONCLUSION AND RECOMMENDATION

Based on the problem formulation, theoretical study and discussion above, the researcher can conclude hypotheses for further research, namely:

1. Experience influences Decision Making.
2. Skill affects Decision Making.
3. Environment affects Decision Making.

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