



## Determination of Management Decision Quality: Integration, Effectiveness, Development of Management Information Systems

Sri Wulandari<sup>1\*</sup>, Hapzi Ali<sup>2</sup>

<sup>1)</sup>Master of Management Student, Faculty of Economics and Business, Bhayangkara University, Jakarta Raya, email: [wulanbk@gmail.com](mailto:wulanbk@gmail.com)

<sup>2)</sup>Lecturer at the Faculty of Economics and Business, Bhayangkara University Jakarta Raya, email: [hapzi.ali@gmail.com](mailto:hapzi.ali@gmail.com)

\*Corresponding author: Sri Wulandari

**Abstract:** The Influence of Integration, Effectiveness and Development on the Quality of Management Decisions is a scientific article in a literature study that aims to build a research hypothesis on the influence of variables to be used in further research, within the scope of Executive Support Systems For Business. The method of writing this 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 article are that: 1) Integration has an effect on the Quality of Management Decisions; 2) Effectiveness influences the Quality of Management Decisions; and 3) Development influences the Quality of Management Decisions.

**Keyword:** Quality Management Decisions, Integration, Effectiveness and Development

### INTRODUCTION

Every student, whether Undergraduate, Undergraduate or Undergraduate, must conduct research in the form of a thesis, thesis and dissertation. Likewise for lecturers, researchers and other functional staff who actively conduct research and create scientific articles for publication in scientific journals.

Scientific work is one of the requirements for students to complete their studies at most universities in Indonesia. This provision applies to all levels of education, namely undergraduate thesis (S1), undergraduate thesis (S2) and third-level dissertation (S3).

Based on the empirical experience of many students and authors who have difficulty finding supporting articles for their scientific work as previous research or as relevant research. Relevant articles are needed to strengthen the theory being researched, to see the relationship or influence between variables and build hypotheses. This article discusses the effect of Integration, Effectiveness, and Development on the Quality of Management Decisions, a literature review study in the field of Management Information Systems.

Based on the background, the problems that will be discussed can be formulated in order to build hypotheses for further research, namely:

1. Does Integration affect the Quality of Management Decisions ?
2. Does Effectiveness affect the Quality of Management Decisions ?
3. Does Development affect the Quality of Management Decisions ?

## WRITING METHOD

The method of writing this Literature Review article is the Qualitative Descriptive method and Library Research, sourced from the Google Scholar online application, Mendeley and other online academic applications.

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 it is exploratory in nature, (Ali, H., & Limakrisna, 2013).

## DISCUSSION

Based on relevant theoretical studies and previous research, the discussion of this literature review article is:

### 1. The Influence of Integration on the Quality of Management Decisions.

Integration between strategic and operational management systems can improve the quality of management decisions. This integration can improve information accuracy, reduce confusion in decision making, and increase speed in making the right decisions. (Soltani, 2019).

Improving the quality of management decisions can be achieved by paying attention to the integration between various factors that influence the decision-making process. Integration in decision making is the process of combining and unifying information from various sources to produce better decisions. This integration can be carried out by considering various factors such as financial, social, technological and environmental aspects. For example, the integration of management decisions and technology can improve operational efficiency and enable more timely and accurate decision making. In addition, the integration between management decisions and social aspects can help consider the impact of decisions on society and the surrounding environment. With this integration in mind, the quality of management decisions can be improved, which in turn will help the company achieve its business goals more effectively. (Dash, SK, 2019).

Good integration in the management decision-making process can have a positive impact on the quality of the resulting decisions. Integration in question is the process of combining information from various sources, both internal and external data, to obtain more complete and accurate information in the decision-making process. This can minimize errors and risks in decision making, thereby increasing the effectiveness and efficiency of the company's operations. Moreover, if integration is perceived by both customers and consumers, then this can increase customer trust and satisfaction with the products or services offered by the company. Customers will feel more confident and confident in the decisions taken by the company, because it is believed to have considered various aspects and factors that are relevant to the needs and interests of customers. Thus, good integration can contribute to improving the quality of management decisions, as well as driving customer satisfaction and loyalty. (Keating, B., & Coughlan, J, 2020).

Integration has an effect on the Quality of Management Decisions, this is in line with research conducted by: (Soltani, 2019), (Dash, SK, 2019), and (Keating, B., & Coughlan, J, 2020).

## **2. The Effect of Effectiveness on the Quality of Management Decisions.**

Effectiveness in management decision making is the main goal in every organization. Various factors affect the effectiveness of decision making, one of which is the integration between various sources of information. Management effectiveness has a significant influence on the quality of management decisions. According to Bontis (1998), the dimensions of management effectiveness include the use of resources, goal attainment, product or service quality, and innovation. Meanwhile, the dimensions of the quality of management decisions include accuracy, relevance, speed, and consistency.

Indicators of management effectiveness such as the efficient use of resources, achieving optimal goals, developing quality products or services, and the ability to innovate consistently, can influence indicators of the quality of management decisions such as accuracy in making decisions, relevance of decisions to the problems faced, speed in decision making and consistency in decision making.

A study conducted by Tsai (2011) shows that management effectiveness has a positive influence on the quality of management decisions in the manufacturing industry in Taiwan. This study found that the efficient use of resources and the development of quality products or services have a positive influence on the accuracy and relevance of management decisions. In addition, achieving optimal goals and the ability to innovate consistently also have a positive influence on the speed and consistency in making management decisions.

To improve the quality of management decisions by paying attention to effectiveness, management needs to do several things. First of all, management needs to understand the goals of the organization clearly and thoroughly. This can be done by strengthening communication between management and staff, as well as by involving all stakeholders in the decision-making process. Second, management needs to ensure that decisions are made in a timely and efficient manner, and minimize errors in decision making. This can be achieved by strengthening decision-making systems, such as by introducing new decision-making technologies and increasing staff decision-making skills. Third, management needs to pay attention to quality aspects in decision making, such as accuracy, consistency, and reliability. Fourth, management needs to strengthen supervision and control over the decision-making process, so that decisions taken can be accounted for in an accountable and transparent manner. By doing these things, management can increase effectiveness in decision making, which in turn can improve the quality of management decisions. (Heidarzadeh Hanzatee, K., Albadvi, A., & Tavana, M, 2019).

Effectiveness affects the quality of management decisions, and customer/consumer perceptions of organizational effectiveness can also affect the quality of management decisions. If customers/consumers perceive an organization as effective, then they will tend to believe that the organization can make better decisions. This is because organizational effectiveness can be an indicator for good management performance, and good management performance can in turn bring positive consequences in the decision-making process. Research has shown that customers/consumers tend to trust organizations that are effective and have good performance, so that effectiveness can influence customer/consumer perceptions of the quality of management decisions. Therefore, management needs to pay attention to organizational effectiveness and ensure that customer/consumer perceptions of the organization are positive, so that the quality of management decisions can be improved. (Srinivasan, R., Lilien, GL, & Rangaswamy, A, 2002).

Effectiveness affects the Quality of Management Decisions, this is in line with research conducted by: (Bontis, 1998), (Tsai, 2011), (Heidarzadeh Hanzatee, K., Albadvi, A., & Tavana, M, 2019), and (Srinivasan, R., Lilien, GL, & Rangaswamy, A, 2002).

### 3. The Effect of Development on the Quality of Management Decisions.

Organizational development can affect the quality of management decisions through several dimensions or indicators. Research has shown that human resource development, information technology development, and performance management system development can improve the quality of management decisions. Human resource development can help improve competence and management skills in making the right and strategic decisions. Information technology development can help speed up and facilitate access to information needed for decision making, while the development of a performance management system can help monitor and evaluate management performance in making decisions.

In addition, development can also have an impact on the quality of management decisions through innovation and adaptation to changes in the business environment. Organizations that are able to innovate and adapt quickly to changes in the business environment can improve their ability to make the right and strategic decisions.

Therefore, management needs to pay attention to organizational development and ensure that human resources, information technology, performance management systems, innovation, and adaptation to changes in the business environment are properly managed. This will help improve the quality of management decisions and bring positive consequences in achieving the organization's business goals. (Iqbal, S., & Ahmad, S, 2016).

To improve the quality of management decisions with attention to development, management must make various efforts such as improving the quality of human resources, increasing information technology capabilities, and developing a better management system. According to research conducted by Sun et al. (2017), the development of human resources and information technology has a positive influence on the quality of management decisions. In addition, the development of better management systems such as the use of risk management and performance management methods can also improve the quality of management decisions (Kasim & Saad, 2017). Therefore, management must continue to develop in various aspects in order to improve the quality of decisions taken and achieve business goals more effectively.

Product or service development that is perceived by both customers and consumers can affect the quality of management decisions of an organization. In this case, development can include innovation or improvement in the quality of products or services offered. If the development meets the expectations and needs of the customer, the customer will feel satisfied and tend to maintain a business relationship with the organization. This can increase the credibility and reputation of the organization, so that management will be more confident in making decisions. In a study conducted by Rajaobelina et al. (2021), they found that product development carried out by companies has a significant positive effect on the quality of management decisions, and also strengthens the relationship between companies and customers.

### Relevant Research

The discussion above is sourced from relevant research. The summary of the discussion and synthesis above is summarized in Table 1 of the relevant research below, so that the basis for setting the hypothesis is clearly illustrated.

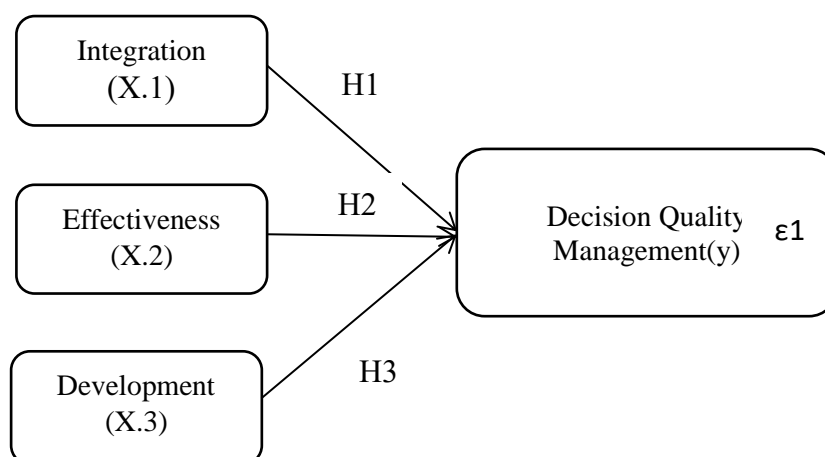
**Table 1. Relevant Research**

No	Authors (Year)	Previous Research Results	Similarities With This Article	The Difference With This Article	Basic Hypothesis
1	Dash, SK(2019)	Integration has a positive and significant impact on the Quality of Management Decisions	Integration affects the Quality of Management Decisions	Effectiveness and Development affect the Quality of Management Decisions	H1

2	Soltani.(2021)	Integration has a positive and significant impact on the Quality of Management Decisions	Integration affects the Quality of Management Decisions	Effectiveness and Development affect the Quality of Management Decisions	H1
3	Keating, B., & Coughlan, J. (2020)	Integration has a positive and significant impact on the Quality of Management Decisions	Integration affects the Quality of Management Decisions	Effectiveness and Development affect the Quality of Management Decisions	H1
4	Bontis. (1998)	Effectiveness has a positive and significant impact on the Quality of Management Decisions	Effectiveness influences the Quality of Management Decisions	Integration and Development affect the Quality of Management Decisions	H2
5	Tsai. (2011)	Effectiveness has a positive and significant impact on the Quality of Management Decisions	Effectiveness influences the Quality of Management Decisions	Integration and Development affect the Quality of Management Decisions	H2
6	Heidarzadeh Hanzae, K., Albadvi, A., & Tavana, M. (2019)	Effectiveness has a positive and significant impact on the Quality of Management Decisions	Effectiveness influences the Quality of Management Decisions	Integration and Development affect the Quality of Management Decisions	H2
7	Srinivasan, R., Lilien, GL, & Rangaswamy, A. (2002)	Effectiveness has a positive and significant impact on the Quality of Management Decisions	Effectiveness influences the Quality of Management Decisions	Integration and Development affect the Quality of Management Decisions	H2
8	Iqbal, S., & Ahmad, S. (2016)	Development has a positive and significant impact on the Quality of Management Decisions	Development influences the Quality of Management Decisions	Integration and Effectiveness affect the Quality of Management Decisions	H3
9	Sun et al. (2017)	Development has a positive and significant impact on the Quality of Management Decisions	Development influences the Quality of Management Decisions	Integration and Effectiveness affect the Quality of Management Decisions	H3
10	Kasim & Saad. (2017)	Development has a positive and significant impact on the Quality of Management Decisions	Development influences the Quality of Management Decisions	Integration and Effectiveness affect the Quality of Management Decisions	H3
11	Rajaobelina et al. (2021)	Development has a positive and significant impact on the Quality of Management Decisions	Development influences the Quality of Management Decisions	Integration and Effectiveness affect the Quality of Management Decisions	H3

## Conceptual Framework

Based on the formulation of the problem, discussion and relevant research, the conceptual framework of this article is processed as shown in Figure 1 below.



**Figure 1. Conceptual Framework**

Based on the conceptual framework above, then: Integration, Effectiveness, and Development effect on the Quality of Management Decisions. Apart from these three exogenous variables that affect Information System Performance, there are many other variables that influence them, including:

- a) System:(Ali et al., 2016),(Shobirin & Hapzi Ali, 2019),(Saputra & Ali, 2022), And(Sari & Ali, 2019).
- b) Software:(Indarsin & Ali, 2017),(Ali & Sardjijo, 2017),(Octavia & Ali, 2017)And(Djojo & Ali, 2012).
- c) Information Technology:(Ashshidiqy & Ali, 2019),(Maisharoh & Ali, 2020),(Chauhan et al., 2019), And(Prayetno & Ali, 2017).

## CONCLUSION

Based on the formulation of the problem and discussion, a hypothesis can be formulated for further research, namely:

1. Integration affects the Quality of Management Decisions.
2. Effectiveness influences the Quality of Management Decisions.
3. Development influences the Quality of Management Decisions.

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