AVE Trends in Intelligent Social Letters

Synergy of Decision Making Theory and Organizational Performance: A Systematic Exploration of Decision Quality

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Abstract: This study examines how decision-making theory might influence the quality of decisions, which in turn can potentially affect the performance of an organization. The research project included the examination of fifty-two publications derived from various database sources; of these, thirty-four papers were chosen to serve as data references for the study. Based on the study's findings, it can be concluded that the quality of organizational decisions is influenced by decision-making theory. According to decision theory, the decision-making process may be broken down into three distinct stages: preparation, the decision-making process, and the results of the decision-making process. During the decision-making process, organizational management can gather pertinent information, manage risks within the company, and examine how the company's organizational structure and cognitive biases serve as the foundation for preparation in the decision-making process. This allows management within the organization to select from a variety of alternative solutions during decision-making, which ultimately helps to improve the quality of decisions that are made to support the organization's performance within the company.

Keywords: Theory Decision Making Model; Organization with Better Direction; Decision-Making Process; Collect Relevant Information; Manage Risks; Decision-Making Results; Organizational Structure; Alternative Solutions.

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1. Introduction

A pre-decision occurs before the decision-making process, even though it is not always acknowledged in the literature as a distinct decision-making stage. During this phase, the decision-maker gathers information and evaluates how well-informed they are [1]. When it comes to decision-making, this includes whether the proxies are adequately aware of the values and preferences of the person they are making decisions for, their role as decision-makers, and pertinent information about the decision, the values, preferences of the person they represent, as well as material facts about the options that are presented [2]. For people, making decisions is a basic action. Previous studies have thoroughly examined a variety of decision-making processes, including retail buyer decision-making [3], older adults' choice of travel destination [26], and business managers' strategic decision-making based on knowledge management [25]. The impact of information sources on decision-making has long been the subject of research [24], given that human decision-making is frequently biased [22]. As information and communication technology (ICT) has advanced, social media and digital libraries have become significant and distinct online information sources.

In the contemporary information age, people's ability to use information efficiently may be hindered by the abundance of pertinent and possibly helpful information [9]. Over-information challenges the findings of earlier research on the impact of information sources on decision-making by implying that sources of vast volumes of potentially helpful information may not always ensure sound decision-making. Information overload is common and has been acknowledged as a problem because information is being created and shared more quickly and easily than ever before [21] and because of the limited capacity of humans to handle Information [20]. It is true that "one undesired event that must be addressed" is information overload. Information-related self-efficacy has drawn more attention in the fight against information overload [27].

His careful observation of the local political hierarchy and his service delivery system resulted in several books and contributed to his doctoral studies. Administrative Behavior, first published in 1947, began as his doctoral dissertation. The book was very influential. Over the next fifty years, the book appeared in three follow-up editions: 1957, 1976, and 1997. The quality of decisions increases with the higher quality of information for decision-makers who know the relationship between problem variables. Improving the quality of information and decision-makers quality simultaneously will result in higher-quality decisions [13]. The increasingly prevalent school of thinking in the literature on strategy processes contends that rather than evaluating decision outcomes like financial performance, the quality of the decision-making process itself should be the basis for evaluation. [14]. Exploring various research grounds systematically combines the current literature to uncover trends, key concepts, and empirical insights to describe more clearly how the decision-making theory model affects the quality of decisions, decision outcomes, and managing the risks associated with various organizational decisions. Several questions can be carefully formulated to achieve this goal, leading to key aspects of decision-making theory within the company.

- **RQ1:** How does Decision Making Theory affect the quality of Decisions in Companies/organizations?
- **RQ2**: How can decision-making theory help manage the risks associated with various organizational decisions?
- **RQ3**: How can decision-making theory understand cognitive biases that affect the quality of organizational decisions?
- **RQ4**: How does Decision Theory provide a framework for identifying, collecting, and analyzing relevant information to support the quality of decisions taken in an organization?
- **RQ5**: How can decision-making theory in the context of organizational structure affect the quality of decisions made?
- **RQ6**:To what extent does applying decision-making theory contribute to improving overall organizational performance?

This conversation aims to identify gaps and possible future research directions and integrate the most recent knowledge. The study's findings should be useful for scholars, professionals, and organizational leaders looking for a comprehensive grasp of how decision-making theory leads to high-quality organizational decisions.

2. Literature Review

In 1945, Simon [23] published the book "Administrative Behavior," discussing how organizations make decisions. This book highlights how decisions are often influenced by organizational structure and environment. In 1955, Simon [23] developed the concept of "bounded rationality". He pointed out that humans cannot always make optimal decisions due to cognitive and information limitations. This is an important foundation for understanding decision-making. Simon developed a descriptive model of decision-making that includes three stages: problem identification, alternative development, and evaluation. This model emphasizes the importance of the process, not just the result. A framework that offers a more realistic perspective of the world, where choices impact output and prices, is Simon [23]'s Decision-Making Theory. According to the theorist, choosing between several different options is what it means to make a decision. It may even entail deciding to act or not act. In contrast to classical philosophers, Simon [23] contends that there is never a single optimal course of action or choice. This occurs because there will always be a better option or course of action. After all, it is impossible to know everything (Figure 1).

Additionally, Simon [23]'s Theory of Decision Making considers psychological factors that traditional economists tend to neglect. Internal factors like motivation and stress limit an individual's ability to solve complicated problems. To put it briefly, judgments are made based on the limited rationality of people who act differently in situations that include risks and uncertainty. This theory's core concept is "satisficing," which combines sufficiency and satisfaction. According to this approach, one should pursue objectives or make choices that entail the least risk and complexity rather than concentrating on increasing profits. According to Simon, the basic concept of decision-making theory is a form of selection from various alternative actions that may be chosen, which is processed through a certain mechanism to produce the best decision. There are four processes of Decision Making According to [23], namely:

- **Intelligence**: This involves tracking the issue, determining its extent, and identifying it. To find issues, input data is gathered, processed, and tested.
- **Design**: This phase involves identifying and creating substitutes. This step entails comprehending the issue, coming up with a solution, and determining whether it is feasible.

- **Choice**: At this point, a selection procedure is conducted from various potential alternative actions. This phase entails looking for, assessing, and suggesting suitable fixes for the developed model. The model's answer is the particular value for the chosen option's outcome variable.
- **Implementation**: The choice that has been made is put into action at this phase. At this point, planned activities must be prepared to monitor the decision's outcomes and make any necessary adjustments.

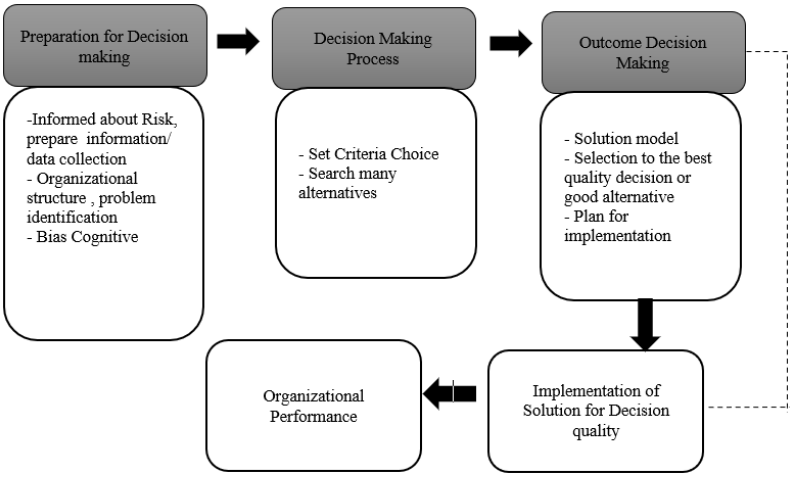

Figure 1: Decision-Making Diagram

2.1. Preparation in Decision making

The pre-decision process, which takes place before the actual decision-making process, involves the decision-maker seeking information and then evaluating their level of expertise [15]. Their function as a decision-maker, their understanding of the values and preferences of the person they are making decisions for, and relevant data about the options offered are all factors in this decision-making process. Both objective and subjective comprehension are thought to be necessary for quality decision-making for decision-makers to feel informed [16]. The possible dangers and advantages of the research should be communicated to those making proxy judgments.

The organization's vitality and image will be guaranteed if important challenges are addressed with solutions that best fit the current environmental circumstances. Strategic management is important for the organization to be managed sustainably and methodically. The employed strategy's efficacy can demonstrate the organization's performance in accomplishing its aims and objectives. Establishing quantifiable objectives that will boost employee dedication to achieving them can help organizations gauge the effectiveness of their tactics.

On the other hand, financial metrics like organizational profitability and organizational learning can also serve as a standard for evaluating how well an organization is performing. Management's attempts to place a strong emphasis on leadership in organizational structure, particularly on intuitive and rational decision-making styles, have a direct impact on organizational performance responsiveness. These efforts also moderate the relationship between strategic thinking processes and organizational performance [17]. An intuitive decision-making style is an erratic action pattern enforced by a manager or decision-maker based on the circumstances. Furthermore, to address problems, intuitive decision-makers need to understand contemporary challenges and the connection between cognitive schemas and holistic thinking [18]. Strategic thinking is crucial for examining the outside influences on the process. There will be a lack of perception if organization members treat it casually [28].

2.1.1. Risks

In common usage, the term "risk" describes circumstances where there is a chance but uncertainty that an unfavourable event would transpire, frequently in a quite ambiguous manner [10]. Risk is sometimes used informally in academics to refer to "an unfavourable occurrence that may or may not occur" [11] or as a factor that increases the likelihood of an undesirable event happening (for example, an earthquake poses a serious risk to residents of an earthquake-prone area). The statistical expectation value of an undesirable event is the standard definition of "risk" in the technical context of professional risk analysis, which is a measurable entity equal to the product of the likelihood of occurrence and its severity, where severity is a measurement of the amount of damage that a risk can cause [29].

2.1.2. information obtained/available

Before putting the final decision into action, rational decision-making entails evaluating several potential solutions in light of the problem and how pertinent the information is to the present situation [4]. Critical evaluation is necessary for structured knowledge that involves conscious thought [5]. Furthermore, by identifying and assessing each choice separately, the rational decision-making process will improve the efficacy of decisions by creating decision criteria [12]. Managers or decision-makers who adopt a rational decision-making style are typically better structured and aware of the facts [30].

2.1.3. Cognitive Bias

According to Amason [6], bias is the propensity to identify bias in others without carefully considering whether an issue exists. A systematic departure from (what is seen to be) rational choice—which often entails that people are supposed to add and weigh all available information before making a decision—is what decision researchers refer to as bias. Bias keeps us from thoroughly examining what precisely logical action is in a particular circumstance and blinds us to the advantages of simplicity. According to Killen [7] and [31], cognitive bias is a constant in people's decision-making processes and is also prevalent in managers' strategic decision-making processes. This is one of the primary causes of the field's increased relevance [8] and the scientific community's increased contribution to the research of cognitive bias's impact on decision-making processes [32].

2.2. Decision-Making Process

This step in the decision-making process, which is referred to as the fulcrum of an event, combines the decision-making process of consideration and determination [19]. Before deciding, consideration entails establishing preferences, estimating future affective responses (such as feelings of regret or disappointment), and using the information gathered against choices to imagine things contrary to the facts (what-if scenarios). The idea of what makes a solid consent decision is based almost entirely on information and comprehension, ignoring other crucial decision-making factors. This step in the decision-making process, which is referred to as the fulcrum of an event, combines the decision-making process of consideration and determination. Before deciding, consideration entails establishing preferences, estimating future affective responses (such as feelings of regret or disappointment), and using the information gathered against choices to imagine things contrary to the facts (what-if scenarios). The idea of what makes a solid consent decision is based almost entirely on information and comprehension, ignoring other crucial decision-making factors [19].

First, detection is an intuition when decision-makers consider multiple scenarios instead of concentrating on the difficulties [33]. Managers can grasp pertinent information to help solve problems by connecting previously unconnected data or elements by working on current strategic concerns [34]. According to Nisar et al. [35], the intuitive decision-making process can also be modelled as an explicit and implicit decision-making style, wherein implicit decisions refer to pertinent situational experiences and explicit decisions utilize feelings or emotions. According to Schwemer et al., [36] intuitive decision-making styles also subconsciously process stated and unsaid facts or information. According to a study, managers can improve strategic decisions related to organizational performance by using intuitive decision-making. Decision-making theory includes choosing between various alternatives to achieve a specific goal. The theory is divided into two main approaches:

- **Normative:** Emphasizes rational decisions based on complete information and logical analysis. An example is the Rational Choice Theory.
- **Descriptive:** Describes how an actual decision is made, often under the limitations of information, time, and cognitive ability, as outlined in bounded rationality by Simon [23].

Decision-Making Results: The final stage of decision-making is the stage after the decision, along with the related post-decision results [19]. In the decision to participate in the study, the long-term outcome of the decision may not be immediately known. Satisfaction with the decision-making experience can include some (or all) satisfaction with the preparation, decision-making process, or choice. It may align with the decision-maker's desire to participate in the decision.

Decision Quality: Decision quality refers to the quality of decisions made by decision-makers. If the decision-making process is accurate, improving the quality of information improves the quality of decisions in general. If the decision-making process is inaccurate in operational matters, it can worsen the quality of decisions [37].

Company/Organization Performance: An organization's performance can be described by describing how something happens without judging it as good or bad. On the other hand, organizational performance can also be explained by evaluating performance against alternatives or standards used as a reference or through descriptive statements explaining how the situation occurs without judgment [38]. Although most of the research is conducted on improving organizational performance on an

ongoing basis, practitioners still have a lot of arguments and discussions about terminology and conceptual foundations for determining organizational performance [39].

3. Research Methods

The Systematic Literature Review (SLR) Approach is the research methodology used in this study. A system for gathering, evaluating, and interpreting all research pertinent to the topic or inquiry of the study. SLR's overarching goals are highlighting the most recent research, highlighting knowledge gaps, and suggesting additional studies. The three primary phases of this SLR process guideline are planning execution, and reporting (Figure 2).

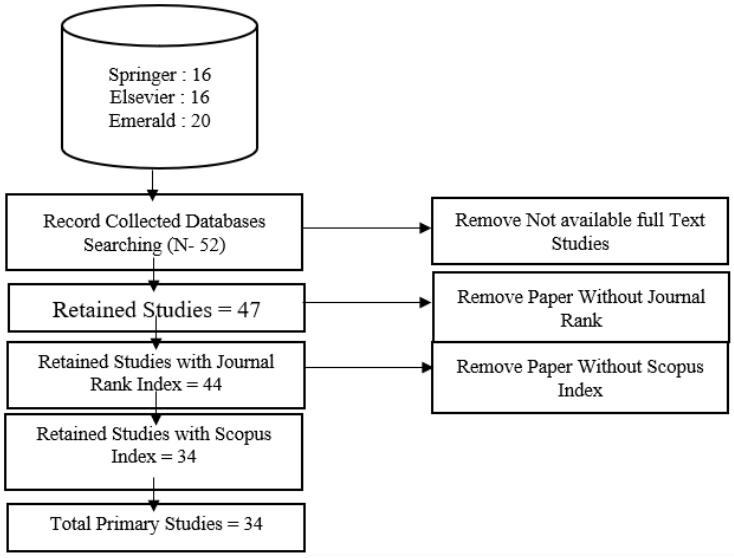

Figure 2: Study Identification Through Databases

3.1. Research Inclusion and Exclusivity Criteria

The criteria used to choose which studies or material should be included (inclusion) and which should be disregarded (exclusion) are the study's inclusion and exclusion criteria. These standards ensure that the literature or data used in the study satisfies specific requirements that align with the methodological requirements and the study's goals.

Table 1: The Literature Criteria

Inclusion Criteria	• Publications 2014-2024 • Use/relate with decision-making theory • Includes empirical research, case studies, and in-depth literature reviews • Include research with a strong and valid methodology • Available in full-text • Language and accessibility can be translated
Exclusion Criteria	• Not Related to the Topic of this SLR. • Studies with methodological deficiencies may affect the validity of the findings. • Those studies have been replaced by more recent research. • Restrictions on literature that cannot be accessed or translated. • Not available in full text

Extraction and Synthesis for SLR Data: The extraction and synthesis process was carried out by analyzing the entire contents of 34 papers that were selected based on data screening criteria with a range of publication years between 2014 and 2024 that had the potential to be sources of these SLR data. The process is carried out using the mapping method via Microsoft Excel by creating columns consisting of various categories such as year, author, country, theory model, title, methodology, results, and index, as well as an additional comments column (remarks column) as a means for the author to express and assess how. Appropriate and relevant to the topic discussed in the article for writing this systematic literature review.

4. Result

The Decision-Making Model theory helps organizations achieve the best decision quality by providing a systematic framework that ensures decisions are based on proper analysis, structure, and implementation. Decision-making, an art, is always tied to the goal to be achieved, the type of problem faced, and the environmental factors that affect it. Every decision that arises from the view of decision-making as an art will have a different "taste and feel" [40]. Every human being has a goal to achieve. These goals can be achieved individually or through groups. An organization is a container or tool humans use to coordinate all their actions and interact with each other to achieve several common goals. Goal achievement is a concept that is associated with the future, meaning that the goal that a person or organization wants to achieve is something to be achieved. To achieve this goal, we face a scarcity of resources [41].

Scarcity is one of the inhibiting factors for a person or organization in achieving its goals. In addition to scarcity, another concept that is an obstacle to the achievement of goals is the concept of uncertainty. The future is filled with uncertainty, which gives rise to two opportunities for conditions to arise. The first condition produces profit, assuming that humans can precisely predict what will happen in the future. The second condition produces losses or risks; risk is the gap between the expected results and the reality or realized results. The main concepts in this management study are based on the availability of information about future events. Uncertainty and the chance of unwanted events encourage us to seek, collect, and process the stages of making a decision. In making it easier to make decisions, it is necessary to take steps to encourage the creation of the desired decision. The stages are:

- Clearly state the issue in a way that is easy to understand.
- Create a list of potential issues and rank them in order of importance for a more focused and managed system.
- Identify each of these issues to give a clearer and more detailed image.
- Map each of these issues according to the groupings to which they belong, followed by the usage of models or test apparatus.
- Verify once more that the test apparatus follows the general guidelines and standards.

The quality of the work or outcomes obtained via the process is known as quality. Therefore, the quality of the decision is the quality that comes from the results of the decision that have been used or tested to the fullest extent possible, and the results are also seen and evaluated to the fullest extent possible. Of course, the assessment is not optimal, but the maximum assessment will undoubtedly become clearer and more accountable for the truth. Therefore, a scientifically responsible approach must be used to evaluate a judgment's quality.

4.1.1. RQ1: How does Decision Making Theory Affect the Quality of Decisions in Companies/organizations?

Decision-making theory affects the quality of decisions within a company because it provides scientific and practical guidance for analyzing information, evaluating options, and determining the best course of action. This theory helps ensure decisions are made in favour of strategic, operational, and financial goals in a corporate environment. Here's how this theory affects the quality of decisions in a company: Decision-making is an alternative act of selection. This is related to the management function. For example, managers make decisions when planning, managing, and controlling.

4.1.2. RQ2: How can decision-making theory help manage the risks associated with various organizational decisions?

Decision-making theory can help manage risk in an organization. Decision Risk Management includes the science that combines the concept of risk and decisions to be seen and managed to provide results following the decision-makers expectations. To make this happen, decision-makers must understand the problem comprehensively and realistically according to the conditions encountered in the field. Every decision is followed by risks arising within the company's organizational environment. Risky decision-making is the production of a decision that contains more than one possibility based on several alternative decisions and opportunities and the management of uncertainty regarding events that will occur in the future.

4.1.3. RQ3: How can decision-making theory understand cognitive biases that affect the quality of organizational decisions?

Decision-making theory plays an important role in understanding how cognitive biases can affect the quality of organizational decisions. Cognitive bias is a systematic deviation in thinking that affects judgment and decision-making. This bias arises due to human cognitive limitations, heuristics, or emotional influences. Examples of common biases in organizations include:

- **Overconfidence Bias:** Overconfidence in the ability or information possessed.

- **Anchoring Bias:** Reliance on initial information when making decisions.
- **Confirmation Bias:** Seeking information that supports the views that already have them.

Cognitive bias affects the quality of decisions taken in organizations because cognitive bias is a systematic tendency in the thinking process that can lead to less rational or less optimal decision-making. In an organizational context, this bias can affect the quality of decisions taken at the individual and team levels. Decision-makers tend to seek out and pay attention to information that supports their initial beliefs while ignoring conflicting data, and decisions taken may not be based on a complete analysis, leading to suboptimal outcomes. Decisions become unbalanced and tend to be distorted by information that does not fully reflect reality, thus affecting the quality of decisions.

4.1.4. RQ4: How does Decision Theory provide a framework for identifying, collecting, and analyzing relevant information to support the quality of decisions taken in an organization?

Decision-making theory can provide a framework for identifying, collecting, and analyzing relevant information to support the quality of organizational decisions. The need for clear and relevant information greatly affects the quality of decisions taken in an organization. High-quality information can reduce uncertainty by helping decision-makers identify alternatives and predict each alternative's consequences. In this case, the information will only have value if it is processed and conveyed contextually, thus increasing the recipient's knowledge. In addition, the quality of the information produced is highly dependent on the quality of the data on which it is formed. Well-organized and effectively stored data is a prerequisite for creating quality information, although quality data does not always guarantee information relevant to decision-maker's needs. Decision-makers can also control the selection of information sources to manage the flow of information during the decision-making process.

4.1.5. RQ5: How can decision-making theory in the context of organizational structure affect the quality of decisions made in the organization?

Decision-making theory provides insight into how organizational structure affects the quality of decisions through information flow regulation, authority distribution, and process management. Organizations need to select and adapt structures that suit their specific needs to improve the efficiency and effectiveness of decisions. A structure not aligned with decision-making theory can hinder the quality of decisions and negatively impact organizational performance. A company's organizational structure significantly influences the quality of decisions taken in the organization. For example, in organizations with highly hierarchical and complex structures, decisions often require approval from many levels of management. This can slow the decision-making process but increases accountability and control. In terms of communication, a too-complex structure can distort information when passing through various levels of the organization, thereby reducing the quality of decisions. In contrast, a flatter structure allows for faster and more direct communication, which supports more responsive decision-making. The organizational structure affects how information is distributed, and the decision-making is closer to the source of information, which can improve the accuracy of the decision.

4.1.6. RQ6: To what extent does the application of decision-making theory improve overall organizational performance?

Decision-making theory contributes to improving organizational performance, i.e., intuitive decision-making makes an important contribution to improving organizational performance, especially when analytical data is not available or limited. In such situations, intuition allows decision-makers to make strategic choices that align with the organization's goals. This process supports quick and effective problem resolution despite limited resources or knowledge. Intuition detects various situations where decision-makers can identify relationships between previously unrelated elements. This allows for understanding issues more broadly and creating relevant solutions despite uncertain conditions. In addition, intuition facilitates evaluating potential solutions by creating a sense of certainty even though the information is ambiguous. This process helps organize unstructured information into patterns that can be used to make better strategic decisions. The intuitive approach also allows organizations to respond quickly to challenges, which is especially important in a dynamic and stressful environment. By leveraging intuition, decision-makers can achieve positive outcomes while ensuring that decisions support the organization's strategic goals.

5. Discussion

Decision-makers are always faced with two types of programmed and structured decisions. Programmatic decision-making has standard operational procedures (SOPs), where these standards are integrated into the organization's values, norms, and culture. Unprogrammed decision-making is the process of identifying and selecting alternative solutions that are completely new and unstructured. This type of decision-making is the opposite of programmatic decision-making. Non-programmatic decision-making involves establishing several judgments of subjectivity, intuition, and creativity in solving problems. Without SOPs, decision-makers cannot use the same method as programmatic decision-making. Unprogrammed decisions will guide the organization's decision-makers in the creation of some new decision-making rules and procedures, where these rules and

procedures make it easier for decision-makers to make programmatic decisions. The decision-making process responds to a problem by finding and choosing the best alternative solution to create value for the organization's owner. The boundary between programmatic and non-programmatic decisions that will create value for the organization's owner is thin. Programmatic decisions that will help achieve prosperity for the organization's owner provide stability and predictability). The decision-making process model based on the view of rationality always places the determination of the problem clearly as the first step in the decision-making process. So, the assumptions built in the decision-making model determine the problem at the first point. The assumptions given for the rationality model are:

- The problem is clearly defined and does not have a double meaning
- Decision-makers have access to perfect information
- Decision-makers can identify all relevant criteria and can make feasible alternatives
- Decision-makers are aware of the consequences of any alternative they choose
- All criteria and alternatives can be ranked to reflect each value of importance
- Special criteria have a constant value
- Decision makers will choose the alternative solution with the highest satisfaction score

A simple rational decision-making model starts from three steps: The decision-maker identifies some problems that must be solved because the problem is the gap between the expected or expected situation and the reality. The problem is also the solution to the decision-making, but the problem must be distinguished from the symptoms that form the problem. Defining the problem correctly is the first step, the main step in the decision-making process. After the decision maker has determined the actual problem, the next step is to determine a number of alternative solutions to the problem at hand. Solution determination is the process of designing and developing a list of alternative answers, determining the number of actions to be taken, and at the same time also determining the consequences of the choices and actions taken, adjusting to the problem that has been defined. It is also necessary to consider the organization's internal and external variables to determine alternative solutions. The last step is to choose a solution to the problem and implement the solution. This step can only be done after evaluating all possible alternatives (giving the best rating). In general, the decision-makers in this third step will choose the alternative with the highest rating value, which refers to maximizing the expected utility of an outcome.

To achieve the outcome and quality of the quality decision, the work or results that have been achieved with the process. So, the quality of the decision is produced from the results that have been applied or tested, and the results are seen maximally and assessed. A maximal assessment will certainly be clearer and more accountable for its truth than a non-maximal assessment. Therefore, to assess the quality of a decision made, it must be tested through an approach that can be scientifically accounted for. The scientific approach used here must be based on the scope of where the initial decision process originated. If the decision is used in economics, engineering, medicine, and sociology, then it must be based on the principles and rules of the field of science. To avoid overlapping or chaos in the application of its decisions.

6. Conclusion

Decision-making theory provides a comprehensive framework for understanding the factors that affect the quality of decisions and their impact on organizational performance. High-quality decisions are driven by the availability of accurate and relevant information, which reduces uncertainty and allows for better evaluation of alternatives. However, risks and cognitive biases often affect decision-making processes, such as overconfidence, initial numerical fixation, or availability heuristics, which can distort judgment and lead to suboptimal outcomes. By integrating a structured approach and minimizing bias through data-driven methods, organizations can improve the quality of decisions and reduce risk. Additionally, decision-making that aligns with organizational goals promotes better performance by enabling timely and strategic responses to challenges. The relationship between information quality, cognitive processes, and decision-making practices demonstrates the importance of a robust framework for achieving optimal outcomes and maintaining organizational effectiveness.

6.1. Limitation and Further Research

This Systematic Literature Review was created using a literature review method. The data collected is a summary of previous studies. However, the authors attempted to collect facts believed to be true. Nevertheless, like other studies, this Systematic Literature Review has limitations, such as the type of secondary data source and other data processing and analysis limitations. For this reason, although the data research method used by the author is similar to previous research, the possibility that there are still some areas to be corrected for the Systematic Literature Review research results cannot be ruled out. For future research, it is hoped that the limitations of data management and data sources in SLR can be overcome, such as using primary data sources and in-depth data analysis to obtain better results. It is also possible to add new variables or other discussion sectors as

well as other research to provide a broader understanding of the decision-making theory model so that it can be used by companies in various sectors and some discussions about sustainable competitive advantage.

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