

Basis Of Decision Making' Decision In Organizations, Decisions Based On Benefits And Mafsadat

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ABSTRACT

This study aims to examine the foundations of decision-making in organizations by integrating rational, behavioral, participatory (deliberation), and ethical approaches based on the concepts of maslahah (benefit) and mafsadah (harm) within an Islamic perspective. The research applies a qualitative method through a literature review of relevant scholarly sources. The findings reveal that decision-making is influenced not only by rational considerations but also by cognitive, emotional, social, and situational factors. In organizational settings, participatory decision-making (deliberation) has been shown to enhance decision quality, strengthen legitimacy, and increase members' commitment to the outcomes. Nevertheless, its implementation still encounters several challenges, such as time limitations and group dynamics. Furthermore, the concepts of maslahah and mafsadah provide an ethical foundation by emphasizing the balance between benefits and risks in the decision-making process. The integration of these approaches leads to a more comprehensive, adaptive, and sustainable decision-making framework. This study is expected to contribute to the advancement of both theoretical and practical aspects of effective and value-based decision-making.

Keywords: decision-making, participatory approach, maslahah, mafsadah, organization

INTRODUCTION

Decision-making is a crucial process in human life, both at the individual and organizational levels. Every day, individuals are faced with a variety of choices that require the determination of the best alternative, ranging from simple decisions to decisions with major impacts. In an organizational context, decision-making is a key part of the management function because it influences policy direction, strategy, and the success of goal achievement. Generally, decision-making is defined as the process of selecting the best alternative from several options based on specific considerations, both rational and emotional (Morelli et al., 2022).

The study of decision-making has developed across various disciplines, such as psychology, economics, and management. This is due to the complexity of the process, which involves not only logic but is also influenced by emotions, experiences, and the social environment. Research shows that individuals do not always act rationally in making decisions, often influenced by cognitive biases and limited information. Therefore, various theories, such as prospect theory and bounded rationality, have been used to explain this behavior (Wu, 2024).

Technological developments and globalization have also influenced the decision-making process. Today, decisions are not only based on intuition but also supported by data, information systems, and artificial intelligence. This makes the decision-making process more complex, but also more accurate when supported by appropriate analysis (Ristyawan et al., 2023). Furthermore, decision-making is closely related to problem-solving, which involves the stages of problem identification, information gathering, and evaluation of alternative solutions (Taherdoost & Madanchian, 2023).

However, in practice, decision-making often faces various obstacles, such as limited information, time pressure, and social environmental influences. Psychological factors such as emotions and experiences can also influence decision quality. This suggests that decision-making is not always rational and optimal (Tong et al., 2018). Despite extensive research, several research gaps remain. Most studies focus on theory and fail to fully relate it to real-world practice. Furthermore, the influence of cultural factors on decision-making remains under-recognized, particularly in developing countries. Furthermore, the integration of decision-making theory with modern technological developments is also limited (Morelli et al., 2022; Wu, 2024).

RESEARCH METHODOLOGY

This research employs a qualitative approach using a literature study method (library research). This approach was chosen because the research objective was to gain a deeper understanding of the concept of decision-making through a review of various theories and previous research findings. Through literature study, researchers can examine, compare, and integrate various scientific findings to build a comprehensive understanding of the topic under study.

Data Types and Sources

The data used in this study is secondary data, obtained from published written sources. Primary sources include reputable international scientific journals, academic books, and other scientific publications relevant to the decision-making topic. The selection of journal articles focused on publications with a DOI (Digital Object Identifier) to ensure the quality and credibility of the source.

The criteria for selecting literature in this study include:

- Scientific articles that discuss theories, concepts, or decision-making practices.
- Publications within the last 10–15 years, except for classical theories that are still relevant, are used.
- Reputable international journals with DOIs.
- Literature relevant to both individual and organizational contexts.

Data Collection and Analysis Techniques

Data collection and analysis were carried out in an integrated manner through a systematic literature review in various academic databases, such as Google Scholar, ScienceDirect, SpringerLink, and Taylor & Francis. The keywords used included decision making, decision-making theory, organizational decision making, and

behavioral decision making. This process was carried out through several integrated stages, namely: (1) Determining the research focus and search keywords. (2) Identifying and collecting relevant literature from scientific databases. (3) Conducting an initial selection based on the title and abstract, then continued with a comprehensive selection of the contents. (4) Grouping the literature based on themes, such as decision-making theory, influencing factors, and their implications. (5) Conducting content analysis by reducing data, classifying information, and interpreting findings from various sources. (6) Synthesizing the analysis results to obtain a comprehensive understanding and draw conclusions systematically.

RESULTS AND DISCUSSION

1. Basic Concepts of Decision Making

Decision-making is essentially the process of determining the best choice from various available alternatives to achieve a specific goal. From a classical perspective, this process is viewed as a rational activity carried out systematically, starting from recognizing the problem, gathering information, evaluating various alternatives, and selecting the most appropriate solution. This approach is known as the rational decision-making model, which emphasizes the use of logic and objective analysis in making choices (Morelli et al., 2022). However, in practice, the rational model cannot always be implemented perfectly. This is due to human limitations in accessing and processing information. The concept of bounded rationality explains that individuals often make decisions based on limited information and imperfect thinking skills, so the resulting decisions tend to be adequate, not the most optimal. Thus, the basis for decision-making is not only influenced by rationality, but also by human cognitive limitations.

Furthermore, prospect theory suggests that individuals tend to make decisions based on their perceptions of risk and loss. In many cases, individuals are more sensitive to potential losses than to potential gains, resulting in less than entirely rational

decisions. This confirms the importance of psychological factors in the decision-making process.

a) Factors that Influence the Basis for Decision Making

The basis for decision-making is influenced by various interrelated factors. First, cognitive factors, namely an individual's ability to understand and process information. Limitations in this area can lead to cognitive biases, such as a tendency to be overconfident or rely on initial information. The basis for decision-making is influenced by various interrelated factors, such as:

1) cognitive factors

This refers to an individual's ability to understand and process information. Limitations in this area can lead to cognitive biases, such as a tendency to be overconfident or rely on initial information.

2) emotional factors

Emotional states such as fear, anxiety, or self-confidence can influence how a person evaluates and selects decision alternatives. Emotions can accelerate the decision-making process, but they can also potentially reduce the quality of decisions if not managed properly.

3) social and cultural factors

includes values, norms, and environmental influences. In organizations, work culture and leadership style also play a role in determining the decision-making patterns used.

4) situational factors

such as time pressure, risk levels, and uncertainty. In urgent situations, individuals tend to make quick decisions by relying on intuition rather than in-depth analysis (Tong et al., 2018).

b) Approaches to the Basis of Decision Making

Over time, several approaches have been used to understand the basis of decision-making. First, the rational approach, which emphasizes logical analysis and the systematic use of information. This approach is generally used when complete

information is available and conditions are relatively stable. Second, the behavioral approach, which emphasizes the influence of psychological factors and cognitive limitations in the decision-making process. This approach is considered more realistic because it reflects the real conditions faced by individuals. Third, the intuitive approach, which relies on experience and instinct in making choices. This approach is often used in complex or uncertain situations. And fourth, the technology-based approach, which utilizes information systems, data analysis, and artificial intelligence to support the decision-making process. This approach is increasingly developing with technological advances.

c) The Role of Technology in Decision Making

Technological advances have brought about significant changes in the decision-making process. The use of large amounts of data and analytical technology allows for faster and more accurate decision-making. Technology also helps identify patterns and predict future possibilities.

However, the use of technology is not without its limitations. Decisions made depend heavily on the quality of the data used. Furthermore, ethical and transparency aspects of technology use are also important concerns. Therefore, human intervention remains essential to ensure relevant and responsible decisions are made.

d) Implications and Integration of Basic Decision Making

Understanding the fundamentals of decision-making has broad implications for both individuals and organizations. At the individual level, this understanding can improve the ability to make more rational, objective, and effective decisions. Individuals who understand the factors that influence decisions, such as cognitive, emotional, and situational aspects, are more likely to avoid errors and make more informed decisions. In an organizational context, the fundamentals of decision-making play a crucial role in improving management quality and organizational performance. Appropriate decisions can support efficiency, productivity, and the achievement of organizational goals. Conversely, inappropriate decisions can lead to risks and losses. Therefore, organizations need to build a sound decision-making system, including utilizing technology and optimizing human resources. No single approach can comprehensively explain the decision-making process. Therefore, it is necessary to integrate various approaches, such as rational, behavioral, intuitive, and technology-based. The rational approach can be used in stable conditions and with adequate information, while behavioral and intuitive approaches are more relevant in complex and uncertain situations. On the other hand, a technology-based approach can improve the accuracy and speed of information processing.

Thus, integrating these various approaches allows decision-makers to adapt their strategies to the circumstances at hand. This demonstrates that the basis for

decision-making is dynamic and multidimensional, requiring a comprehensive understanding to produce high-quality and effective decisions.

2. Deliberation in the organization

Deliberation in an organization can be defined as a decision-making process that involves the active contribution of all members through open discussion to reach a mutual agreement. In contemporary management studies, this concept aligns with the *participatory decision-making approach*, which emphasizes the importance of member involvement in determining organizational policies (Izzah & Suyatman, 2023). By involving various parties, the resulting decisions tend to be more comprehensive because they consider diverse perspectives.

Conceptually, deliberation is similar to the *consensus decision-making approach*, which is a decision-making process based on mutual agreement, not simply majority vote. Dressler (2006) explains that the consensus approach allows for the emergence of more innovative ideas through collective interaction. In an organizational context, deliberation not only serves as a tool for making decisions but also as a means to strengthen social relationships and build trust among members. Furthermore, deliberation is closely related to organizational communication theory. This process requires open, transparent, and two-way communication. Rismayanti (2016) states that effective organizational communication will improve decision quality because the information exchanged is more complete and accurate. Thus, deliberation is a combination of effective communication, active participation, and collective decision-making.

a) The Role of Deliberation in Improving the Quality of Decisions

One of the main advantages of deliberation lies in its ability to produce higher-quality decisions. This is due to the consideration of diverse perspectives. Saifudin et al. (2024) found that member involvement in the decision-making process can increase the accuracy and relevance of the resulting decisions.

Besides improving quality, deliberation can also reduce the likelihood of errors in decision-making. Individual approaches are often influenced by limited information and subjective bias. Conversely, in deliberation, organizational members can complement and correct each other's information. Nursahwal et al. (2024) explain that collective processes allow for shared evaluation, which can minimize the risk of errors.

On the other hand, deliberation also plays a role in increasing decision legitimacy. Decisions made through participatory processes are usually more easily accepted by organizational members because they feel involved. Halimatusha'diah

and Rajabi (2024) showed that consensus-based decisions can increase members' acceptance and commitment to implementing decisions.

b) Deliberation in the Perspective of Participatory Leadership

Deliberation is closely related to participatory leadership. Leaders who implement this principle tend to provide opportunities for members to express their opinions and participate in the decision-making process. Amar et al. (2024) found that participatory leadership has a positive influence on job satisfaction and organizational effectiveness.

In practice, leaders act as facilitators who guide discussions without dominating the decision-making process. This role is crucial to ensuring that deliberations run effectively and consistently. If not managed properly, deliberation processes can become less efficient due to the relatively longer time required. Therefore, a leader's ability to manage discussions is a key factor in successful deliberations. Participatory leadership also contributes to the formation of an inclusive organizational culture. This culture is characterized by openness, mutual trust, and cooperation among members. Buchari and Wulanyani (2021) state that an organizational culture that adopts local values, such as deliberation, can strengthen organizational identity and improve performance.

c) Challenges and Impact of Deliberation on Organizational Performance

Although deliberation has various advantages in decision-making, its implementation in organizations is not without its challenges. One of the main obstacles that often arises is time efficiency. The deliberation process generally takes longer than individual decision-making, especially when it involves multiple parties with different backgrounds and interests. This can be a barrier, particularly in situations that require quick and accurate decisions.

Furthermore, differing views among organizational members also pose a challenge in reaching consensus. Often, the deliberation process ends in protracted debate without reaching consensus. Suwignyo and Yuliantri (2023) demonstrate that there is a gap between the ideal concept of deliberation and its practice in the field, where consensus is not always reached. This confirms that the success of deliberation is greatly influenced by communication skills and conflict management skills among members. Another challenge is the dominance of certain individuals in the deliberation process. In some cases, members with greater power, experience, or influence tend to dominate the discussion. As a result, the participation of other members is limited and the goal of deliberation as an inclusive process is not optimally achieved.

Efendi and Sholeh (2023) emphasize that social dynamics within an organization significantly impact the quality of deliberation, especially if there is no mechanism to guarantee equality in expressing opinions. However, despite these challenges, deliberation still has a significant impact on organizational performance. One of the main impacts is improved decision-making quality. Decisions made through deliberation tend to be more comprehensive because they consider multiple perspectives. This has implications for increasing organizational effectiveness in achieving established goals.

Deliberation also contributes to strengthening the commitment of organizational members. Involvement in the decision-making process makes members feel valued and have an important role in the organization. As a result, the level of responsibility for implementing decisions becomes higher. This condition directly impacts increased productivity and organizational performance. Deliberation also has an influence on member job satisfaction. Individuals involved in the decision-making process tend to have a stronger sense of *belonging* to the organization. Amar et al. (2024) showed that participation in decision-making is positively correlated with the level of job satisfaction. This indicates that deliberation not only impacts the structural aspects of the organization, but also the psychological aspects of its members. In the long term, deliberation also supports organizational sustainability. Decisions resulting from mutual agreement are generally more stable and acceptable to all members. Thus, the potential for conflict in decision implementation can be minimized. Therefore, despite facing various obstacles in its implementation, deliberation remains a relevant and strategic approach to improving organizational performance and sustainability.

For deliberation to run more effectively, integration with modern management concepts is necessary. One approach that can be used is the use of decision support systems. Ansori et al. (2024) stated that technology can help speed up the decision-making process without reducing member participation. In addition, deliberation can also be combined with strategic management. In this case, the deliberation process is used to formulate organizational strategies collectively. Kusuma et al. (2023) explained that the involvement of various parties in strategy development will result in decisions that are more adaptive to environmental changes. This integration also plays an important role in bridging local values with global practices. By adopting deliberation, organizations not only increase work effectiveness but also maintain the cultural values that are their hallmark.

3. Benefit and Mafsadat Based Decisions in Decision Making

Maslahat and mafsadat are important concepts within the framework of *maqāṣid al-sharī'ah*, which serve as the basis for decision-making from an Islamic perspective. Maslahat can be defined as anything that provides benefit, goodness, and well-being for both individuals and society. Conversely, mafsadat refers to any form of harm or negative impact that must be avoided. Therefore, an ideal decision is one that optimizes benefits while minimizing potential harm (Kamali, 2008).

In practice, this concept is not only theoretical but can also be applied in various areas of life, including organizations and public policy. Auda (2008) explains that the maqāṣid approach *provides flexibility* in decision-making so that it can be adapted to current conditions without neglecting basic sharia values. Thus, decisions based on benefits and benefits can be understood as a process of comprehensively evaluating positive and negative impacts before determining the best option.

a. In the decision making process

In the process, not all forms of benefits have the same level of importance. Therefore, prioritization is necessary to choose the most important benefits. In general, benefits are divided into three levels: primary needs (*ḍ arūriyyāt*), secondary needs (*ḥ ājiyyāt*), and complementary needs (*ta ḥ sīniyyāt*) (Dusuki & Abdullah, 2007). Good decisions should prioritize the fulfillment of basic needs before considering other needs. For example, in an organizational context, decisions related to the safety and welfare of members must be prioritized over the interests of efficiency alone. In certain conditions, conflicts can arise between benefits and harms. In such situations, the principle used is to choose the alternative that provides greater benefits or has a smaller negative impact. Laldin and Furqani (2013) emphasize that decision-making in Islam always considers the balance between benefits and risks. Thus, the decision-making process is not only rational, but also takes into account ethical aspects and social responsibility.

b. In the context of an organization,

The application of the concept of maslahat and mafsadat can be the basis for formulating policies that are not only oriented towards economic profit, but also towards social and environmental impacts. This approach is in line with the concept of ethical decision-making in Islam, which emphasizes the importance of responsibility towards various parties (Beekun & Badawi, 2005). As an illustration, in an effort to increase efficiency, an organization might consider reducing its workforce. However, if this decision has a significant negative impact, then other alternatives that provide greater overall benefits need to be considered. The concept of maslahat and mafsadat is also related to the principle of sustainability. Decisions taken must be able to maintain a balance between economic, social, and environmental interests. This shows that this concept is not only relevant in a

religious context, but also in line with modern management principles that emphasize the importance of sustainability.

However, the application of the concepts of benefit and benefit in decision-making is not without challenges. One major challenge is the subjectivity in assessing an action as benefit or benefit. Differences in background, experience, and interests can influence an individual's perspective on a decision. Furthermore, limited information also hinders determining the long-term impact of a decision, making the assessment process more complex. Another challenge is external pressures, such as market demands or vested interests, which can influence objectivity in decision-making.

In such circumstances, there is a risk that decisions taken are oriented more toward pragmatic interests than toward considerations of the benefit. However, Auda (2008) emphasized that the *maqāṣid approach* is flexible and adaptive, so it can still be used to address various challenges. Applying the concepts of benefit and benefit significantly impacts the quality and ethics of decision-making. The resulting decisions tend to be more just and responsible because they consider broader impacts.

Furthermore, this approach also fosters ethical awareness in decision-makers, ensuring that every action is based on careful consideration. Decisions based on the public interest (*maslahat*) and the public interest (*mafsadat*) tend to have a higher level of legitimacy. These decisions are more readily accepted by various parties because they are perceived as providing benefits and avoiding harm. In the long term, this can increase trust and support organizational sustainability.

CONCLUSION

Based on the discussion above, it can be concluded that decision-making is a complex process and is influenced by various factors, both rational and non-rational, such as cognitive, emotional, social, and situational aspects. A rational approach does provide a systematic framework for determining the best choice, but in practice it is often limited by human capabilities and uncertain conditions, so behavioral and intuitive approaches also play a role in complementing the process. In an organizational context, deliberation is an effective method because it involves the active participation of members, thereby improving the quality of decisions, strengthening legitimacy, and encouraging commitment to the results achieved, although still facing challenges such as time constraints, differences of opinion, and the dominance of certain individuals. In addition, the concept of decisions based on benefits and benefits provides an ethical foundation by emphasizing the balance between benefits and harms and prioritizing broader and fundamental interests.

Thus, optimal decision-making requires the integration of various approaches, namely rational, behavioral, intuitive, participatory, and based on ethical values, so that it can produce decisions that are not only effective and high-quality, but also fair, responsible, and sustainable.

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