



## Strategic Planning in Decision Making Against the Information Perspective

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### Abstrak

Dengan perkembangan ilmu dan teknologi informasi telah banyak mengubah cara pandang dan gaya hidup masyarakat Indonesia dalam menjalankan kegiatannya. Keberadaan dan peranan teknologi informasi telah membawa era baru perkembangan di segala bidang, tetapi perkembangan tersebut belum diimbangi dengan peningkatan sumber daya manusia yang menentukan keberhasilan tujuan lembaga tersebut. Informasi merupakan segala bentuk komunikasi yang menambah pengertian dan pengetahuan, yang berguna bagi si penerima informasi tersebut. Informasi ibarat darah yang mengalir di dalam tubuh suatu organisasi. Sumber dari informasi adalah data yaitu kenyataan yang menggambarkan suatu kejadian-kejadian nyata dan kesatuan nyata. Data merupakan bentuk yang masih mentah yang belum dapat bercerita banyak, sehingga perlu diolah lebih lanjut. Data diolah melalui suatu model untuk menghasilkan informasi. Perencanaan strategis adalah proses yang dilakukan suatu organisasi untuk menentukan strategi atau arahan, serta mengambil keputusan untuk mengalokasikan sumber dayanya untuk mencapai strategi. Istilah kata perencanaan strategis awal mulanya di kenal di kalangan militer, dalam hal ini mengandung makna perencanaan operasi ke daerah lawan dengan memperhitungkan segala kemungkinan, keuntungan dan kelemahannya serta mempertimbangkan kondisi riil yang dimiliki serta kondisi lingkungan yang ada dengan berupaya memperhitungkan kekuatan lawan agar operasi militer itu berhasil dengan baik.

**Kata Kunci:** Perencanaan Strategi, Pengambilan Keputusan, Informasi

### Abstract

The development of science and information technology has changed the perspective and lifestyle of the Indonesian people in carrying out their activities. The existence and role of information technology has brought a new era of development in all fields, but these developments have not been matched by an increase in human resources that determine the success of the institution's goals. Information is any form of communication that adds understanding and knowledge, which is useful for the recipient of the information. Information is like blood that flows in the body of an organization. The source of information is data, namely facts that describe real events and real entities. Data is a raw form that cannot tell much, so it needs to be processed further. Data is processed through a model to produce information. Strategic planning is a process carried out by an organization to determine strategy or direction, and make decisions to allocate its resources to achieve the strategy. The term strategic planning was originally known among the military, in this case it implies planning operations to the opponent's area by taking into account all the possibilities, advantages and disadvantages and taking into account the real conditions they have and the existing environmental conditions by trying to take into account the opponent's strengths so that the military operation is carried out. worked out well.

**Keywords:** Strategic Planning, Decision Making, Information.

### Introduction

In today's era, information is felt to be a necessity of life for all people, such as clothing, food and shelter. In many ways, information has been able to shake various

fields of people's lives which include the fields of Economics, Social Culture, Technology and Science. An information system is actually a sub-system that is part of a larger system. Information systems cannot be designed and

operated separately from other sub-systems. The information system is only one of several sub-systems owned by an organization. The function of the other sub-systems depends entirely on the role of the organization. These sub-systems are usually described in activities and correspond to specific departments of an organization.

The role of information systems is to help control and organize the activities of the sub-systems within the organization so as to assist the organization in achieving its goals. In carrying out this strategic planning, various things that may affect the success or failure of the operation will be really calculated carefully, in detail and maximally so that the tendency to achieve success is very high. When at that time the United States experienced a high economic crisis in the 1970s, then one of the efforts used by the government at that time was to apply the concept of "Strategic Planning" in the government environment.

## Method

### Research methods

The research method is a scientific method used to obtain data for a specific purpose. The scientific word in the Big Indonesian Dictionary (KBBI) has a scientific meaning or fulfills the requirements (rules) of science so that the truth can be accounted for. Writing this journal is done through two categories of learning approaches: emotional approach and cognitive approach. The emotional approach is a learning approach that is used to contribute to control efforts. The use of the emotional approach is an attempt to arouse the feelings and emotions of students in receiving the material and being able to feel what is good and what is bad. Emotions are psychological symptoms that exist within a person.

Although the cognitive approach is a learning approach that focuses on the mind (Jhon W. Santrock, 2017). Therefore, as stated by Jhon W. Santrock, learning with a cognitive approach is important in the mental formation of children. There are four main approaches: the social cognitive approach, information processing, cognitive

constructivism, and the social constructivist approach.

### Research Step

The steps in this research are as follows:

1. The first is to think about what approach will be used in this research
2. After we think about the approach, then do research using literature study.
3. Literature study using literature (library), either in the form of books, notes, or reports of previous research results
4. Then after we did the research and then analyzed the data that we had obtained.
5. After the interview session was over, we compiled the data obtained and then made it into a mini research report.

The data collection technique in this research is to use the library technique is "library research carried out by reading, studying and recording various literature or reading materials that are in accordance with the subject matter, then filtered and poured into a theoretical framework. This technique is carried out in order to obtain data on the effect of improving children's mentality in education.

## Results and Discussion

### Strategic Planning and Decision Making

Strategic planning is basically one of the many planning concepts that have developed, in planning it is one of the functions of management. Every expert in suggesting management functions does not fail to include planning as one of the functions and this function is always placed first. Bryson (2003:4) provides an understanding of strategic planning as follows:

"Strategic planning is the disciplined effort to make the important decisions and actions that shape and guide how an organization (or other entity) becomes, what the organization (or other entity) does, and why the organization (or other entity) does the way it does."

In the module published by the Institute of State Administration it is stated: "Strategic Planning is a continuous systematic process of making risky decisions, by utilizing as much anticipatory knowledge as possible,

systematically organizing efforts to implement these decisions and measuring the results through organized feedback. and systematic".

From this understanding, it can be concluded that there are several important points related to strategic planning, namely:

- a) It is a systematic and continuous process
- b) Is a risky decision making
- c) Based on anticipatory knowledge and organized activities
- d) There is measurement of results and feedback.

Strategic planning (strategic planning) is a management tool used to manage current conditions to project conditions in the future, so that strategic plans are a guide that organizations can use from current conditions to work towards the next 5 to 10 years. (Kerzner, 2001)

To achieve a strategy that has been set by the organization in order to have a competitive advantage, company leaders, operations managers, must work within a system that is in the strategic planning process (Brown, 2005). Manufacturing capabilities must be used appropriately so that they can become a superior weapon in strategic planning (Skinner, 1969). To achieve a strategy that has been set by the organization in order to have a competitive advantage, company leaders, operations managers, must work in a system that exists in the strategic planning process (Brown, 2005). Manufacturing capability, must be used appropriately, so that it can become a superior weapon in strategic planning (Skinner, 1969).

Strategic planning is explicitly related to change management, this has been the result of research by several experts (e.g., Ansoff, 1965; Anthony, 1965; Lorange, 1980; Steiner, 1979). Lorange (1980), wrote that strategic planning is an activity that includes a series of processes from innovation and change the company, so that if strategic planning does not support innovation and change, then it is a failure.

In the Qur'an Surah Al-Hasyar verse 18 which reads:

يَا أَيُّهَا الَّذِينَ آمَنُوا اتَّقُوا اللَّهَ وَلْتَنْظُرْ نَفْسٌ مَّا قَدَّمَتْ لِغَدٍ وَاتَّقُوا اللَّهَ ۚ إِنَّ اللَّهَ خَبِيرٌ بِمَا تَعْمَلُونَ

Meaning: O you who believe! Fear Allah and let everyone pay attention to what he has done for tomorrow (the hereafter), and fear Allah. Indeed, Allah is All-Aware of what you do.

The meaning of the paragraph above is that planning is a decision making with certain targets, which will be implemented in the future with monitoring and evaluation carried out systematically and continuously.

Drommond (1985) argues that decision making is an attempt to create events and shape the future (events at the time of election and after). This opinion asserts that decision making is a process when a number of steps must be taken by evaluating alternatives to make a decision from all existing alternatives (Syaruddin: 48), from several definitions described above, it is concluded that decision making is a problem solving process by determining the choice of several alternatives to determine an action to be taken in achieving the desired goal.

Creative and innovative decision making. Uncreative decision makers have a tendency to make emotional decisions. By using their creativity, decision makers can find alternatives to solve problems, then choose one alternative that is useful for organizational achievement. Innovation enables decision makers to carry out decisions well.

Decision making is the process of choosing among several alternatives. Sometimes the process is very simple, and the best alternative is easy to determine. Sometimes the organization will also face a complicated process or the organization will also encounter a protracted process because the alternatives are quite numerous and rational. How should organizations make decisions when organizations face problems like this? Usually decisions are made by discussion, persuasion, and then perhaps by compromise among members. However, whether the organization is facing objective or subjective decision-making, the organization should always take systematic steps in the decision-making process.

Organizational life from time to time is very dynamic, full of changes that are fast-paced and sometimes surprising.

Organizational change does not only come from outside but often comes from within the organization itself. Many of the pressures that require organizations to make changes, for example, lags in decision-making and lags in communication, force organizations to make changes. It often happens that the organization does not make decisions or is late in making decisions, or the decisions they make are not right. Communication that is not smooth, bypasses the leader, or communicates unclearly, often leads to misunderstandings so that errors occur in decision making. The impact of errors in decision making can be fatal, including decreased morale, absenteeism and increased employee turnover. In general, errors in decision making are caused by management who are not sensitive to the development of the situation. Organizations that cannot anticipate change or that cannot respond to these changes quickly, will fall behind and eventually their survival will be threatened.

Decision making is a science because these activities have a number of ways, methods or certain approaches that are systematic, orderly and directed. The approach or decision-making steps is said to be systematic because there are a number of clear procedures in answering a problem. The clarity of these steps makes decision-making orderly and directed, which means that these activities are always directed to produce solutions and firm actions for the achievement of goals.

Decision making is one of the most important integral parts of management. Decision making is also one of the important leadership functions in the context of achieving organizational goals, has an equally important position with other leadership functions such as planning, organizing, leadership, coordination and supervision. As a dynamic process, decision-making must consider and pay close attention to environmental forces, both internal and external. A good decision, the process of which must be oriented towards implementation. Because, if not, it just becomes an abstraction of desire that is difficult to implement.

Leaders need to set measurement standards, both quantitative and qualitative, to assess the extent to which the decisions that have been made have actually produced results as expected. Decision making is one of the leadership roles called the desisional role. In determining managerial actions, a leader is required to dare to make decisions both on the consideration of individuals with their authority as leaders, as well as decisions from the results of deliberation by taking into account the thoughts, feelings or input of members of the organization. Meanwhile, Huber distinguishes decision making from choice making and from problem solving.

Decision making is not easy, sometimes decision making is not solving problems but adding new problems maybe because: (1) the leader does not take or get complete information, and (2) even though the information is complete but cannot process the information. Therefore, in decision making, it is very necessary to have complete information and process the information in a related (systematic) manner, thus management information systems play a very important role in decision making, especially in educational institutions in higher education.

#### Steps of Strategic Planning and Decision Making

Bryson (2003:55) determines 8 steps in the preparation of strategic planning, namely

1. Initiate and agree on a strategic planning process
2. Identify the organization's mandate
3. Clarify the mission and values of the organization
4. Assess the external environment, opportunities and threats
5. Assess the internal environment, strengths and weaknesses
6. Identify strategic issues facing the organization
7. Formulate strategies to manage issues
8. Creating an effective organizational vision for the future.

While Whittaker in Riyadi (2004:293) suggests 10 steps needed in formulating Strategic Planning, namely:

1. Formulate the organization's mission (mission)
2. Formulate the organization's vision (vision)
3. Develop organizational values (value)
4. Conduct internal analysis (internal analysis)
5. Perform external analysis (external analysis)
6. Formulate assumptions
7. Develop strategic analysis and choose strategy (strategic analysis and choice)
8. Formulate the key success factors (critical success factors)
9. Formulate organizational goals (goals)
10. Formulate operational objectives and strategies (corporate objectives and strategy)

In general, decision making in organizations consists of six steps, namely:

1. Setting goals
2. Determine the problem
3. Develop alternatives
4. Evaluating alternatives
5. Choose an alternative
6. Implement decisions.
  - a. Setting goals Organizations need to set goals and objectives in each area, such as in production, marketing and finance. These goals and objectives are needed to measure the effectiveness of the organization. If these goals and objectives are clearly defined, the leader can measure whether the results achieved are in accordance with the previously set goals.
  - b. Determining the problem The second step in decision making is determining the problem. The goals and objectives set in the first step are an important basis for determining the problem. If work performance deviates from the target, problems arise. The severity of the problem is determined by the magnitude of the difference between the goals set and the results actually achieved. The problem may lie in that the results achieved are too low compared to the goals, or the goals are too high, so that they cannot be achieved. If it turns out that the target is realistic enough, but the results have not reached the target, the next phase is to develop several alternatives to overcome the difficulties. If the goal is

found to be too high, the goal should be revised so that it is achievable but still challenging.

- c. Developing alternatives After the organization has set goals and objectives, and determined the problem, the organization is now ready to take the third step, namely developing alternative solutions. This means compiling several possible solutions, then selecting the best solution. This possible solution is called the organizational hyperdevelopment thesis.
- d. Evaluating alternatives After the leader has developed several alternatives, the next step is to evaluate all alternatives. In every decision making, the leader has the goal of choosing the alternative that gives the greatest benefit or the least loss. Leaders need to have guidelines for making comparisons. The results to be obtained from each alternative must be compared with the goals set in the first step. However, leaders often do not always know with certainty the outcome of these alternatives.
- e. Choosing an alternative The fifth step in decision making is choosing an alternative, namely the alternative that is most likely to achieve the goals that have been set that the decision is not the end goal, but only one way to achieve the goal. In this step the leader chooses the most likely alternative to solve the problem.
- f. Implementing the decision The sixth and final step in decision making is implementing the decision. At this stage a decision maker must implement the chosen alternative effectively so that the target can be achieved. It is very possible that a "good" decision is destroyed by poor execution. So implementation is probably far more important than choosing alternatives. The decisions taken will always involve people, therefore the good or bad decisions depend on the people who carry them out. In general, decision makers

cannot be blamed entirely for errors or failures in the decision-making process, because they are only staff assigned to carry out an instruction. Leaders as decision makers can't just get away with the failure of their staff in carrying out decisions. It is possible that from a technical point of view the decision was good, but the decision could be confused by dissatisfied staff or unprofessional staff in carrying out the decision. the ability of the staff to be assigned to implement the decision.

### Information Definition

#### 1. Information

Data that has been classified or processed or interpreted for use in the decision-making process is information. The processing system processes data into information or rather processes data from a useless form to be useful for the recipient. The main function of information is to increase knowledge or reduce the uncertainty of information users. Information conveyed to users may be the result of data entered into and processing a decision model. However, in complex decision making, information can only increase the probability of a decision or reduce the variety of choices. Information provided to decision makers provides a possible risk factor at different income levels.

#### 2. Decision Making

According to Siagian (in Hasan, 2002:10) decision-making is a systematic approach to the nature of the alternatives faced and taking action according to calculations is the most appropriate action. Assess and make choices on various alternatives in accordance with certain interests.

Steps in decision making:

- a. Identify goals.
- b. Formulate the problem.
- c. Identify possible alternative solutions to problems with a variety of options.
- d. Implement and monitor decisions.

### Management Information System ( SIM )

Management Information System (MIS) is an information network needed by leaders in carrying out their duties (for the

benefit of the organization), especially in making decisions in achieving organizational goals. MIS techniques to provide managers with information that enables them to plan and control operations. Computers have added one or two dimensions, such as speed, accuracy and increased volume of data, which allow the consideration of more alternatives in a decision, which in an organization consists of a number of elements, people who have various roles in the organization, activities or tasks to be completed, place of work, job authority, and communication relationships that bind the organization.

### The Role of SIM in Decision Making

One of the most important functions in leadership, namely decision making, a leader spends most of his time, attention, and thoughts on reviewing the decision-making process. The higher a person's position in the leadership of the organization, the decision-making becomes the main task that must be carried out. The behavior and way of the leader in decision-making patterns greatly influence the behavior and attitudes of his staff.

Decision making is a result of problem solving, the answer to a question as a law of the situation, and is the selection of one alternative from the existing alternatives, as well as the termination of the thought process about the problem or problem at hand. The result of decision making is a decision (decision).

### Factors Influencing Decision Making

Factors Affecting Decision Making In the decision-making process, an organization cannot be separated from the factors that influence it. These factors include:

#### a. Position or position

In the context of decision making, the position or position can be seen in terms of: (a) the position of the position, as a decision maker, decision maker, or staff, (b) increasing the position, as a strategy, policy, regulation, organizational, or technical.

#### b. Problem

Problems or problems are obstacles to achieving goals, which are deviations from what is expected, planned, desired or must be

resolved. Problems are divided into two types, namely structured problems and unstructured problems.

c. Situation

Situation is the sum total of factors in the state of the world that are related to each other, and which together exert an influence on us and what we want to do.

d. Condition

### Conclusion

Strategic planning is basically one of the many planning concepts that have developed, in planning it is one of the functions of management. Every expert in suggesting management functions does not fail to include planning as one of the functions and this function is always placed first. Decision making is the process of choosing among several alternatives. Sometimes the process is very simple, and the best alternative is easy to determine. Sometimes the organization will also face a complicated process or the organization will also encounter a protracted process because the alternatives are quite numerous and rational. Usually decisions are made by discussion, persuasion, and then perhaps by compromise among members. However, whether the organization is facing objective or subjective decision-making, the organization should always take systematic steps in the decision-making process.

Information systems are absolutely necessary in order to meet basic daily needs in all levels of society, both people with low economic and educational levels to people with high economic and educational levels. The higher the economic and educational level of a person, the higher the need for information. The implementation of the leadership's main tasks will be successful if it is supported by a good information system. Logical decision making requires an understanding of the problem and knowledge of alternative solutions. More precise information results in better decisions.

Conditions are all factors that together determine our power of motion, power to act or ability. Most of these factors are resources.

e. Destination

The goals to be achieved, both individual goals, unit goals (unity), organizational goals, and business goals in general have been certain or determined. The goals that have been determined in decision making are intermediate goals or objectives.

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