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Penerapan Teori Perilaku Terencana dalam Intensi Pengambilan Keputusan Etis: Implementasi Program Pelatihan Daring Pengambilan Keputusan Etis Pada Karyawan Organisasi X = Application of the Theory of Planned Behavior in Ethical Decision Making Intention: Implementation of an Ethical Decision Making Online Training Program for Employees in Organization X

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Abstrak

Karyawan terkadang menghadapi situasi dilematis dalam pelaksanaan tugas di tempat kerja, sehingga mendorong untuk terlibat dalam mengambil keputusan etis. Perilaku pengambilan keputusan etis karyawan dapat diprediksi oleh intensinya. Penelitian ini terdiri dari 2 studi yaitu studi penelitian korelasional (studi 1) dan studi penelitian terapan (studi 2). Studi 1 bertujuan mengeksplorasi faktor yang berperan terhadap intensi pengambilan keputusan etis dari perspektif Teori Perilaku Terencana. Selanjutnya, studi 2 bertujuan untuk melihat efektivitas intervensi dalam meningkatkan intensi pengambilan keputusan etis. Survei dilakukan pada 250 orang Karyawan di Organisasi X dengan menggunakan metode analisis korelasi dan regresi linear berganda. Pada studi 1 digunakan alat ukur Skala Ajzen dan Fishbein, serta diperoleh hasil bahwa sikap terhadap pengambilan keputusan etis dapat memprediksi intensi untuk mengambil keputusan etis (r = .42, = .42, p < .05, signifikan pada l.o.s 0,05), sedangkan norma subyektif dan kendali perilaku tidak dapat memprediksi intensi mengambil keputusan etis. Pada studi 2 diajukan intervensi Manajemen Sumber Daya Manusia yaitu dalam bentuk pelatihan, coaching dan mentoring. Intervensi yang telah dilakukan adalah pelatihan daring, sedangkan coaching dan mentoring secara tatap muka merupakan intervensi lanjutan yang direkomendasikan pada Organisasi X. Pelatihan daring bertujuan untuk memberi pengetahuan dan pemahaman tentang pengambilan keputusan etis, yang diharapkan menjadi langkah awal untuk mengubah sikap karyawan menjadi semakin positif terhadap pengambilan keputusan etis. Pelatihan daring diikuti 27 orang karyawan yang memiliki skor terendah pada variabel sikap dan menerapkan metode pre test dan post test. Ditemukan bahwa pelatihan efektif menambah pengetahuan dan pemahaman peserta tentang pengambilan keputusan etis. Pembelajaran yang diperoleh peserta setelah pelatihan dilihat dari nilai rata-rata post test yang lebih tinggi dari nilai rata-rata pre test, yang dievaluasi melalui uji paired sample t-test dan uji wilcoxon sign rank test.

.....Employees sometimes face dilemma situations in carrying out their duties in the workplace, thus encouraging them to be involved in making ethical decisions. Employees' ethical decision-making behavior can be predicted by their intention. This research consists of 2 studies, namely correlational research studies (study 1) and applied research studies (study 2). Study 1 aims to explore the factors that contribute to ethical decisionmaking intention from the perspective of the Theory of Planned Behavior. Furthermore, Study 2 aims to look at the effectiveness of the intervention in increasing ethical decisionmaking intention. The survey was conducted on 250 employees in Organization X using the method of correlation analysis and multiple linear regression. In Study 1, the Ajzen and Fishbein Scale measuring instruments were used, and the results obtained that attitudes towards ethical decision making can predict

the intention to make ethical decisions ($r = .42$, $= .42$, $p < .05$, significant at 0.05), while subjective norms and
perceived behavioral control can not predict ethical decision-making intention. In study 2, human resource management interventions were proposed, namely training, coaching and mentoring. The intervention that has been carried out is online training, while faceto-face coaching and mentoring are further interventions recommended for Organization X. The online training aims to provide knowledge and understanding of ethical decision making, which is expected to be the first step to change employees' attitude to become more positive towards ethical decision making. The online training was attended by 27 employees who had the lowest score on the attitude variable and it applied the pre-test and post-test methods. It was found that the training was effective in increasing the participants' knowledge and understanding of ethical decision making. The learning gained by the participants after the training was seen from the post-test average value which was higher than the pre-test average value, which was evaluated through the paired sample t-test and the Wilcoxon sign rank test.