

## Social Pressure and Decision Making in the Workplace

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Article Information	Abstract
Article History: Received : - Accepted : - Published: -     Keywords: Social Pressure, Decision-Making, The Work Environment.	<p><i>This study aims to explore the influence of social pressure on decision-making processes in the workplace, examining how pressures from supervisors, coworkers, and organizational culture affect individuals' decision-making behavior. The research adopts a library research method with a qualitative descriptive approach. Data is collected from various literature sources, such as books, articles, journals, and documents related to social pressure and its impact on decision-making in the workplace. Content analysis is used to interpret and evaluate the gathered data. The study identifies several forms of social pressure in the workplace, including obedience pressure from supervisors, peer pressure from coworkers, and the pressure to conform to organizational norms. These pressures can impact decision-making by encouraging individuals to prioritize social harmony over objective analysis. While social pressure can motivate collaboration, excessive pressure can negatively affect decision quality and contribute to stress and burnout. The study also highlights the need for organizations to create supportive environments that promote healthier decision-making processes.</i></p>

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## INTRODUCTION

In managing a company, one of the main focuses is on achieving the company's goals both in the short and long term, to ensure the company can grow and succeed. This achievement is highly dependent on the management of human resources (HR), which is an important asset in an organization. Quality and competent human resources are needed to optimize the company's performance in order to achieve the targets that have been set. For this reason, human resource management (HRDM) needs to ensure that existing employees can carry out their duties and responsibilities as well as support the achievement of company goals within a certain period (Lilis Juliani, et.al, 2023).

However, in the world of work, not only technical skills are needed, but also an ethical attitude in carrying out tasks. Especially for the auditor profession, who is expected to always follow the applicable ethical standards. Unfortunately, ethical violations are often found, such as manipulation of financial statements that do not reflect the actual conditions. This can damage the integrity of the profession and reduce public trust in companies. (Enok Rizka Aulia, et.al, 2020) Therefore, it is important for every individual in the organization, especially auditors, to understand moral and ethical values well in order to avoid ethical violations that harm the company and society.

In addition, work conflicts are also a big challenge in the professional world. This conflict often occurs due to differences in understanding between superiors and subordinates, disharmony in communication between colleagues, and high dependence between employees in carrying out their duties. Conflicts that arise can affect employee performance and the results obtained by the company. (Stanley, J. (2021), 2024) Employee performance, which includes the quality and quantity of work performed, is heavily influenced by internal and external factors, including social pressures in the work environment (Budiyanto, et.al, 2020).

This social pressure comes in many forms, such as expectations from superiors, group norms, or fear of negative judgments from colleagues. This pressure often creates a dilemma in decision-making, where individuals must choose between following existing social norms or maintaining their personal integrity. Uncontrolled social pressure can adversely affect the quality of decisions made, which in turn can degrade organizational performance and worsen relationships between employees (Wenur, et.al, 2018).

According to Stanley (2021), it is explained that there are often work conflicts in a company due to the lack of harmonious communication between subordinates and their leaders, between fellow employees, and always dependence on other employees when carrying out duties, differences when understanding goals so that differences in arguments occur, which often triggers conflicts. Therefore, it is important to understand the impact of work conflict on employee performance in the context of social foundations. Employee performance according to is the success achieved by workers while working in a company, which is determined by standards relevant to a particular position (Budiyanto, et.al, 2020).

Wenur et al. (2018) explained that in general, employee performance in the company will not always increase, but sometimes employee performance also decreases which causes the company to obtain less than optimal profits. All companies want their employees to perform at a high level as this will give them optimism towards the company's goals and give them the best results when they are expected to fulfill the tasks assigned by the organization (Wenur, et.al, 2018). Employee performance is defined as the amount and

quality of work completed by an employee in accordance with the tasks assigned to him. A person's performance is the result of their work in relation to the company's performance standards. Employee performance may be affected by pressures from social and family environments other than the workplace. Based on this presentation, the researcher is very interested in conducting a study in order to find out whether employees of the Dulur Salembur Foundation have high work performance against work conflicts felt while performing their duties as employees.

Trias Amrina Rosyada, et.al. (2024) proses pengambilan keputusan di lingkungan kerja merupakan langkah krusial yang dilakukan manajemen untuk mencapai tujuan organisasi dengan menggunakan pendekatan logis dan analitis. Namun, dalam kenyataannya, pengambilan keputusan tidak hanya dipengaruhi oleh data dan fakta, tetapi juga oleh tekanan sosial yang hadir di dalam lingkungan kerja. Tekanan sosial dapat datang dalam berbagai bentuk, seperti harapan dari atasan, norma kelompok, atau tuntutan kolega, yang dapat memengaruhi cara individu atau kelompok dalam membuat keputusan. Tekanan ini sering kali memunculkan dilema antara mempertahankan integritas pribadi dengan mengikuti keinginan atau ekspektasi sosial, yang pada gilirannya dapat berdampak pada efektivitas keputusan yang diambil (Trias Amrina Rosyada, et.al, 2024).

Namun, di sisi lain, tekanan sosial juga dapat membawa dampak positif. Jika dikelola dengan baik, tekanan ini dapat memperkuat kerjasama tim, meningkatkan kolaborasi antar karyawan, dan mendorong pengambilan keputusan yang lebih inovatif dan produktif. Oleh karena itu, memahami dinamika tekanan sosial dalam pengambilan keputusan di tempat kerja menjadi hal yang sangat penting untuk diteliti. Dengan penelitian ini, diharapkan dapat ditemukan wawasan praktis yang dapat membantu organisasi dalam menciptakan lingkungan kerja yang mendukung pengambilan keputusan yang sehat dan konstruktif, tanpa mengabaikan interaksi sosial yang positif di dalamnya.

Tekanan sosial di tempat kerja dapat muncul dalam berbagai bentuk, seperti tuntutan untuk menyesuaikan diri dengan budaya organisasi, keharusan menunjukkan loyalitas kepada tim, atau bahkan ketakutan akan dampak negatif jika keputusan yang diambil tidak sejalan dengan harapan kelompok. Hal ini menciptakan dilema bagi individu, terutama ketika keputusan yang harus diambil melibatkan konflik antara kepentingan pribadi, etika profesional, dan tekanan dari lingkungan sekitar.

Fenomena ini menjadi lebih kompleks dalam organisasi yang sangat kompetitif atau memiliki hierarki yang kaku. Pegawai sering kali merasa terjebak antara mengambil keputusan yang benar secara etika, tetapi mungkin tidak populer, atau menyerah pada tekanan sosial untuk menjaga hubungan kerja yang harmonis. Akibatnya, pengambilan keputusan tidak hanya menjadi proses rasional, tetapi juga melibatkan dinamika emosional dan sosial yang intens. Melalui studi kualitatif ini, diharapkan dapat ditemukan pemahaman yang lebih mendalam tentang bagaimana individu merespons tekanan sosial dalam proses pengambilan keputusan di tempat kerja. Hasil penelitian ini juga diharapkan dapat memberikan wawasan praktis bagi organisasi untuk menciptakan lingkungan kerja yang mendukung pengambilan keputusan yang sehat dan konstruktif, tanpa mengesampingkan kebutuhan akan interaksi sosial yang positif.

## **LITERATURE REVIEW**

### **Social Conformity Theory**

Social conformity theory describes how individuals tend to adjust their behaviors and decisions to align with the norms or pressures of the group around them. In the context of the work environment, employees often face social pressure from colleagues, superiors, or the dominant organizational culture, which can influence their decision-making, even if it conflicts with personal judgment. Asch (1955) in his classic experiment showed that individuals can ignore rational judgment in favor of following the majority of the group, which is relevant in the context of teamwork or collective decisions.

### **Decision Making Theory**

Decision-making in the workplace is often influenced by a combination of rational and intuitive processes. However, social pressure can disrupt those rational processes, encouraging individuals to make quick, intuitive-based decisions in order to be socially accepted. Simon (1979) introduced the concept of "bounded rationality" which states that individuals do not always make optimal decisions due to limited information and situational pressures, including social pressures, which limit the ability to think critically and independently.

### **Social Identity Theory**

According to Tajfel and Turner (1986), individuals form social identities based on the groups to which they are affiliated, such as work teams or departments. In the work environment, social pressure can arise due to an individual's desire to maintain a positive image in the eyes of the group, so they tend to make decisions that reinforce group loyalty, rather than based on objective or ethical interests. This suggests that group identities can reinforce bias in decision-making, especially in organizations that have strong hierarchical structures or group dynamics.

## **RESEARCH METHOD**

This study adopts a library research method with a qualitative descriptive approach (moelong, 2021). In this study, data and information were collected from various literature sources, such as books, articles, journals, and documents relevant to the topic of social pressure and its influence on decision-making in the work environment. This qualitative descriptive approach aims to provide a deeper and more detailed understanding of the concepts, theories, and practices related to the influence of social pressures in the decision-making process in the workplace.

The collected data will be analyzed using content analysis techniques, which include identification, evaluation, and interpretation of the collected library materials. With this approach, the research aims to explore how social pressures, whether emanating from superiors, co-workers, or organizational culture, can influence the decisions made by individuals in the workplace. It is hoped that the results of this study can provide useful

theoretical insights to understand the dynamics of decision-making influenced by social pressure, as well as contribute to the development of strategies to create a work environment that supports more objective and healthy decision-making.

## **RESULTS AND DISCUSSION**

### **Definition of Social Pressure**

Social pressure can be interpreted as the influence that an individual feels from the surrounding environment, either directly or indirectly, that encourages him to adjust his attitudes, behaviors, or decisions to the expectations, norms, or orders of others. This pressure can come from a variety of sources, such as superiors, co-workers, or social groups, and often affects the way individuals act or make decisions in certain situations. There are two main types of social pressures, namely the pressure of obedience, which comes from a person's orders or authority, and the pressure of conformity, which arises from the need to adapt to the group or the surrounding environment (Muqorrobin Filosofi Sulthon, 2017).

This pressure can come in many forms, including specific invitations, commands, or expectations, which often affect an individual's mindset, attitude, and actions. In the context of work, social pressure can occur when a person feels they have to adjust to the work culture, meet the expectations of their superiors, or maintain good relationships with colleagues. These pressures are not necessarily negative, but if not managed properly, they can affect individual decision-making and well-being (Arrum Wahyu Triani, et.al, 2021).

### **Forms of social pressure experienced by individuals in the work environment**

The work environment is a place where a person interacts with various parties, including superiors, colleagues, and the organization as a whole. These interactions often result in social pressures that can affect an individual's performance, well-being, and decision-making. The following are some forms of social pressure that are often encountered in the work environment: (Enok Rizka Aulia, et.al, 2020)

1. *Obedience Pressure*: Superiors as authority holders often put pressure on employees through specific instructions or targets. The demands of meeting those expectations, especially in challenging situations, can create social pressure. This condition is even more severe if the direction given is contrary to the employee's principles or abilities.
2. *Peer Pressure*: Coworkers can also be a source of social pressure, especially when individuals feel compelled to follow a team culture, work in a group, or support certain ideas. This pressure often makes a person feel forced to adjust, even though they have different opinions or needs.
3. *Stress Due to Competition in the Workplace*: Competition for awards, promotions, or recognition can be a significant social pressure. In a competitive work environment, individuals often feel pressured to keep improving their performance so as not to fall behind their peers.
4. *Conformity Pressure*: Every organization has a work culture and rules that are not always written, but are expected to be followed by all employees. The pressure to adapt to these organizational values or norms often makes individuals feel less free to express themselves.

5. The Pressure of Multitasking Demands: Often employees are expected to work on multiple tasks simultaneously. The demand to complete all work within the stipulated time has become a form of social pressure that is quite heavy.

Social pressure in the workplace can have a positive impact if managed properly, for example by increasing motivation and productivity. However, excessive pressure can cause problems such as decreased mental well-being, burnout, and conflicts between individuals. Therefore, it is crucial for companies and individuals to create a supportive work environment by opening up communication spaces and providing adequate support.

### **The Role of Social Pressure Influencing Decision-Making Processes in The Workplace**

Social pressures in the workplace play an important role in an individual's decision-making process. Various factors, such as expectations from superiors, demands from colleagues, or even evolving norms in the organization, can influence how a person makes decisions. The pressure to fit into the group or follow existing directions sometimes forces individuals to choose options that they may not fully agree with or that can ignore personal considerations. This condition is often related to a dominating work culture, which encourages employees to act according to social expectations, rather than based on purely rational analysis. Therefore, it is important to understand how these social pressures can affect the quality of decisions and their impact on workers' performance and well-being (Khoiriyah Nasution, 2019).

The role of social pressure in influencing the decision-making process in the workplace is significant and can occur through various channels. This pressure often comes from expectations set by superiors, coworkers, and the overall culture of the organization. For example, individuals often feel pressured to follow the group's decisions, especially when there is an urge to align themselves with the majority's views or pre-existing policies. This can cause them to choose to sacrifice personal opinions in order to meet social norms in the organization (Lina Nur Hidayati, et.al, 2021).

Additionally, pressure from employers to make decisions quickly to meet targets or meet deadlines can cause a person to choose a faster option even though the decision may not consider the long-term risks. This pressure is often related to the need to avoid criticism or to maintain a position in the organization. A competitive work environment also plays a role, where individuals feel compelled to make decisions that can improve their position, even though they may be more focused on instant results than deeper considerations (Alfonso lande, et.al, 2022).

Lina Nur Hidayati, et.al. (2021) In her research it is explained that social pressures in the workplace can affect an individual's decision-making process in a significant way. This pressure often comes from a variety of sources, such as superiors, coworkers, and organizational norms. For example, a worker may feel pressured to follow a group's opinion or decision, even though he or she has different views. Pressure from superiors can also force individuals to make quick decisions to meet certain expectations or targets. Additionally, a competitive work environment can encourage individuals to make riskier decisions in order to maintain their position or reputation in the workplace. All of these factors can affect the way individuals make decisions, sometimes by ignoring more rational or long-term considerations in order to avoid disagreement or conflict (Lina Nur Hidayati, et.al, 2021).

Alfonso lande, et.al. (2022) Explaining social pressures in the workplace can affect a person's decision-making process in a significant way. This happens because individuals are often in an environment that is filled with social expectations, both from their bosses, colleagues, and the culture of the organization itself. Here are some of the ways in which social pressure affects the decision-making process in the workplace: (Alfonso lande, et.al, 2022)

- a. Influence from Coworkers: Social pressure from coworkers often makes individuals feel the need to make decisions based on group consensus or to meet the expectations of their peers. In some situations, individuals may prefer to follow the group's decisions rather than make decisions that may conflict with their personal views. This can affect the courage to make independent decisions.
- b. Pressure to Conform to Organizational Norms: Every organization has cultures and norms that are not always expressed openly. The pressure to conform to these norms can influence individuals in making decisions, for example, avoiding decisions that are too controversial or risky, so as not to conflict with the dominant views in the organization.
- c. Pressure from Superiors: The pressure to meet the expectations of the boss can force individuals to make faster decisions and may not be fully planned, especially if they feel threatened by deadlines or the need to show quick results. Decisions made under pressure from superiors may be influenced more by a desire to avoid criticism than by objective considerations.
- d. Competitive Environment: In a highly competitive situation, individuals may feel pressured to make decisions that improve their position or provide immediate benefits, although those decisions may not always align with personal values or long-term considerations. This competition often leads to decisions that focus more on instant results rather than more in-depth and reflective processes.

This social pressure, while it can result in faster or more in line with social expectations, can also lead to less than optimal decision-making. If this pressure is not managed properly, it can lead to stress, confusion, or even decisions that are not in the interests of the individual or the organization. Therefore, it is important for companies to create an environment that supports healthy decision-making, by giving individuals the freedom to express their opinions and choose the right solutions based on the information available.

### **The Impact of Social Pressure on the Quality of Decisions in the Work Environment**

Social pressures in the work environment can have a significant impact on the quality of decisions made by individuals in organizations. When an employee feels pressure to meet social expectations from their superiors, coworkers, or even the culture of the organization itself, they tend to make decisions that prioritize social harmony rather than considering rational analysis or deeper personal considerations. This pressure often leads individuals to choose options that are more acceptable to the group or that can avoid disagreement, even though those decisions may not be optimal or even not in line with their long-term goals.

Deva Eristiani, et.al. (2019) explains the impact of social pressure can affect the speed of decision-making. In stressful situations, whether from superiors or group norms,

decisions are often made in a hurry without considering all relevant aspects. This can lead to decisions that are less profound and more reactive, not proactive. This pressure can trigger riskier decisions, as individuals may feel compelled to appear more competitive or follow existing trends, even though it may not align with their values or the organization's long-term policies (Deva Eristiani, et.al, 2019).

However, the negative impact of these social pressures can be mitigated if the work environment creates an environment that supports more open and reflective decision-making. Giving individuals the freedom to express their opinions, as well as encouraging a work culture that supports more data-driven and analytical decisions, can help improve the quality of decisions. In addition, it is important to reduce the existence of norms or expectations that are too rigid, so that individuals can be more free to make more mature decisions and are oriented towards sustainability and mutual well-being in the long term (Deva Eristiani, et.al, 2019).

Here are the main impacts of social pressure on the quality of decisions in the workplace, in addition to the stress mentioned earlier: (Alfonso lande, et.al, 2022)

- a. **Stress and Psychological Well-Being:** Excessive social pressure, both from co-workers and superiors, can cause high stress for individuals. When a person feels compelled to make decisions that do not align with their values or desires in order to avoid disagreement or conflict, this can damage their psychological well-being. Long-term stress can negatively impact workers' mental and physical health, lowering motivation and job satisfaction (Ana Marlina, et.al, 2024).
- b. **Less Objective and Rational Decisions:** Social pressure can lead to decision-making that is more influenced by the desire to be accepted by the group or to meet social expectations, rather than rational and objective considerations. This often leads to hasty decisions, not carefully considered, and may not take into account the long-term impact on the company or individual
- c. **Risk Avoidance:** In a socially stressful work environment, individuals tend to avoid risky decision-making. They may feel compelled to choose a safer option even if it's not optimal, just so they don't feel wrong or different from the group. This can hinder development and innovation, as well as lead to decisions that do not create new opportunities for organizational progress.
- d. **Decreased Job Satisfaction:** When individuals are often influenced by social pressures, they may feel that the decisions they make are not their own, but rather decisions that are forced by the social environment. This can lead to decreased job satisfaction, increase feelings of frustration, and ultimately contribute to high turnover in the organization. This dissatisfaction can also reduce productivity and commitment to work (Alfonso Lande, et al., 2022).

Overall, high social pressure can affect the quality of decisions in the workplace, leading to less rational decisions, increasing stress, and inhibiting creativity and innovation. Therefore, it is crucial for organizations to create an environment that supports more open decision-making and is based on more objective and rational considerations.



## CONCLUSION

This study shows that social pressure in the work environment has a significant influence on the individual's decision-making process. Pressures from superiors, co-workers, and organizational norms can affect the quality of decisions made by employees, who often prioritize social harmony over rational considerations. Although this social pressure can motivate individuals to behave according to social expectations, if not managed properly, it can lead to less than optimal decisions, even detrimental to both individuals and organizations.

The impact of social pressure on decision-making also has the potential to reduce workers' mental well-being, such as stress and burnout. Therefore, it is important for organizations to create a supportive work culture, provide a space for open communication, and provide support for employees to make more objective and reflective decisions. Thus, the quality of decisions can improve, and employees can be more independent in making choices that take their well-being into account in the long run.

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