



Decision Making based on Ethical Values in Business Management

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DOI:

<https://doi.org/10.47134/jbk.d.v2i2.3469>

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Received: 01-12-2024

Accepted: 23-12-2024

Published: 01-02-2025



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Abstract: Decision making is at the heart of every business activity. Decisions taken not only impact the company's performance, but also various stakeholders, including employees, consumers, and society at large. In an increasingly complex and dynamic business context, it is important for decision makers to consider ethical aspects in every choice they make. This study aims to analyze how ethical values can be integrated into the business decision-making process. Through literature studies and case analysis, this study identifies several ethical principles that are relevant in the business context, such as honesty, fairness, social responsibility, and sustainability. In addition, this study also discusses the various challenges faced by companies in implementing business ethics, as well as strategies that can be used to overcome these challenges. The results of the study indicate that ethical decision making can provide a number of benefits for companies, including: improving the company's reputation, increasing trust from stakeholders, reducing risks, and improving long-term performance. However, to achieve this, a strong commitment from company leaders is needed, the development of an ethically oriented organizational culture, and the existence of an effective mechanism to ensure that decisions taken are in accordance with the

company's ethical values. This study concludes that ethical decision-making is not just an option, but a necessity for companies that want to achieve long-term success. By integrating ethical values into every aspect of the business, companies can create added value for all stakeholders and.

Keywords: Decision-Making, Business Ethics, Ethical Values, Social Responsibility, Sustainability

Introduction

In today's era of globalization, many companies are faced with various challenges from the smallest to the largest. The biggest challenge for a company is how the company is able to generate profits with all the capital invested in it. To adapt to foreign cultures, businesses must work with others around the world in today's era of globalization. Often, employees have difficulty adjusting to new cultures, resulting in decreased motivation and ultimately termination. (Lavidya et al., 2023) In this case, ethical value-based decision making becomes increasingly important in facing one of these biggest challenges. A decision is the end of a thought about a problem that is considered a deviation from something that has been planned by choosing an option for one of the solutions. (Hayati et al., 2021) A company that

uses an ethical approach in decision making can not only improve its brand reputation but can also build trust in stakeholders both internal and external to the company. In addition, the application of business ethics in business management can help avoid legal and other reputational risks that can harm the business.

Ethical values such as integrity, honesty, fairness, and social responsibility are the basis for good decision making. Companies that apply the principles of business ethics in their business operations can ensure that every decision taken about something is in line with these values. In addition, leadership attitudes are also the foundation of doing business where strong leadership and integrity are certainly supported by an organizational culture that upholds ethical values that are key to creating a conducive and dynamic work environment for sustainable business growth. The existence of ethics training for employees can also help employees in understanding clear reporting mechanisms so that employees can make ethical and responsible decisions.

All parties involved in a transaction must have trust in each other, and this trust must come from more than just formal contracts and laws, for a business to be successful. Therefore, mutual trust does not exist without ethics. Business risks increase due to lack of mutual trust and long transaction times. Unethical behavior is a major cause of high cost savings. It is no exaggeration to say that economic and ethical considerations go hand in hand (Andre Alkahfi & M. Nawawi, 2022).

The application of ethics in business becomes a guideline for all members of the organization in carrying out their duties. In addition, the application of corporate social responsibility also shows the company's commitment to the welfare of society and the environment. Decision making based on ethical values in business management has become the foundation for modern companies that are currently established that have a desire to achieve sustainability and public trust. In today's increasingly complex era of globalization, businesses are interconnected and information spreads quickly so that the company's reputation becomes an invaluable asset. Ethical business decisions not only reflect a company's commitment to moral values, but also have a positive impact on long-term financial performance.

Decision making based on ethical values in business management is an approach that places moral values as the main foundation in every business action. Not just following the rules or regulations, but a commitment to running a business in a fair, responsible, and sustainable manner. However, in practice, implementing ethical principles in business is not an easy thing. There are pressures that are significant challenges such as strong business competition and differences in cultural values between countries. Technological developments have also become new ethical issues, such as data privacy issues, e-commerce, and artificial intelligence. On the other hand, companies that are consistent in

implementing ethical values will gain various benefits, such as ethical companies will be more attractive to investors, employees, and customers. Then, ethical business decisions can help a company avoid scandals that can damage the company's reputation. Furthermore, an ethical culture can also encourage employees to think creatively and seek innovative solutions. Finally, by implementing ethics in the business world, it can play an active role in overcoming social and environmental problems.

The ability to influence others is part of leadership. The ability to influence others is the key to a leader's success. A person's ability to influence others through direct and indirect communication is known as leadership. to encourage those people to follow the leader's will with full understanding, awareness, and pleasure. (Susyanto, 2019)

The purpose of this research is to describe the concept and practice of ethical value-based decision-making in a business context. In addition, it can also understand the challenges and opportunities that exist in the application of business ethics. And also, identify the key factors that are success factors in decision-making in a company.

Literature Review

A. Decision Making Theory

Decision making is a process that chooses the best alternative from various available options to achieve the goals of an organization. Decision making is very important to use in a business. Leaders who use the right and good decision-making concept will bring the business to a better level, while wrong decision making will have fatal consequences in operating the business. In the problem-solving procedure, individuals will have several alternatives to choose from. But keep in mind that each alternative will have its own impact. An individual is also assumed that he will choose a decision in order to maximize satisfaction in fulfilling desires rationally (Sriyono & SE, 2020).

Judgment and decision making is the process of decision making. Decisions are made after some consideration and review of alternatives. A business leader must go through a number of processes before reaching a conclusion. This is done to maximize the results to achieve the company's goals. The process of judgment and decision making is known as decision making. The determination of the decision is made after the calculation and review of alternatives are done. There are a number of processes that the decision maker must go through before a conclusion is made and implemented. Recognition of the basic problem, making alternative decisions, and then reaching the decision-making phase may be part of these steps. (Sriyono & SE, 2020)

B. Business Ethics

Business ethics plays an important role in creating and maintaining a healthy and clean work climate in a company. Business ethics is a key element that can play a role in facing strategic challenges, not just as a social responsibility. Decisions taken ethically are the main figures that can build stakeholder trust so that they can strengthen the company's long-term reputation. Therefore, the role of ethics in business is very important for the sustainability of a company.

Business ethics is a corporate social responsibility and an essential component in addressing strategic challenges. Understanding the place of ethics in business strategy is essential for sustainability because ethical decisions can be critical to fostering stakeholder trust, strengthening a company's reputation, and creating long-term value. (Ibnu Khoirudin et al., 2023)

C. The Importance of Decision Making in Companies

(Pasolong, 2023) reveals that decision making has an important meaning for the progress or decline of an organization, especially because the future of an organization is largely determined by current decision making. When a leader plans and manages his business, he must make a general decision. Before making a decision, there are several stages that must be passed by a company leader, namely the identification stage where various problems are introduced and different diagnoses appear. The second stage, the development stage where the search for good procedures and solutions for the problems being faced begins. The last stage is the selection stage which involves several company components to discuss together to make a solution.

As a basis for decision making, leaders usually need a broad and deep understanding of various aspects. The effectiveness of a leader can be measured by their ability to read situations, handle problems, be responsible, and develop followers. In addition, the effectiveness of a leader can also be measured by their ability to create an environment that encourages their followers to achieve better and higher goals than what they currently have. A leader must be an example for his subordinates and have traits such as high ability, integrity, morals, and dedication to the organization. (muktamar ahmad, ramadani tri fenny ramadani, ahmad, 2023)

D. Roles of Leaders in Decision Making

As science advances, various disciplines become more complex and applicable. New leadership theories help all aspects of life, especially educational institutions. In certain situations, schools can apply certain leadership standards. Leaders must have individual

abilities to understand individual and group behavior because both shape organizational dynamics. (Citraningsih & Noviandari, 2022)

The advantage of any large-scale artwork product is the ability to be processed effectively, efficiently, and consistently throughout the process. It can be difficult to express decisions that can reduce the achievement of certain organizational goals. In addition, things like choosing one set of results over another during the decision-making process can occur. This can make the results of decision-making more biased, not objective, and not impartial. Inaccurate and low-quality work leads to group failure. The form of the decision must determine the decision made. (Desi, 2022)

Methodology

A. Research Approach

Qualitative research approach is a method that allows researchers to explore and understand complex phenomena in depth. According to (Chatra 2023), a qualitative approach is used when researchers want to gain comprehensive insights into the topic being studied and understand the social context of the phenomenon. In this context, this study focuses on the application of decision-making theory to consider ethical values in the corporate sector, as it requires an in-depth analysis of the processes and experiences of individual decision makers. In addition, this approach also helps researchers analyze phenomena that are dynamic and situational (Denok Sunarsi 2021) explains that a qualitative approach provides flexibility in data collection and analysis, allowing researchers to adjust their methods to changing circumstances during the study. Therefore, this study is expected to provide an understanding of the role of decision making based on ethical values in business management.

B. Types of research

This type of research is descriptive and qualitative. Descriptive research aims to provide a systematic, factual and accurate description of the phenomena that occur (Nuryana, Pawito, Utari 2019) explains that qualitative descriptive research is used to describe or present the characteristics of the phenomena or problems being studied. In this case, the descriptive approach allows researchers to explain how the decision-making process is carried out, because this study focuses on the application of decision-making theory by basing it on ethical values for business management.

This type of descriptive research is also used because it does not aim to test a hypothesis, but rather to provide a detailed description of a particular phenomenon (George 2022) states that qualitative descriptive research is suitable for research that aims to describe

processes and actions without any manipulation or influence from the researcher. Therefore, this method is used to study more deeply how strategic decisions must be based on ethics by business people.

C. Research Object

The object of this research is ethical value-based decision making in business management. According to (Bariah 2024), the object of research is everything that is the focus of the researcher's attention. In this case, the interests of the research include the decision-making process and how it affects the business management implemented by the company. This study describes the concept and practice of ethical value-based decision making in a business context.

(Ecep Supriatna 2023) added that the research object reflects the main focus of the research and becomes the basis for data analysis. Therefore, the purpose of this study is not only to explain the theory, but also to ask how the theory is applied in business practice to achieve the desired results: the influence of ethics in business management.

D. Method of collecting data

The data collection method used in this study is a literature study (Ecep Supriatna 2023) defines library research as a data collection method that uses written sources such as books, journals, and scientific articles to obtain information related to a research topic. In this context, literature studies are used to collect data on decision-making theories in business management and to consider cases of applying these theories in various companies.

(Sri Hartati 2019) also mentioned that library research allows researchers to analyze existing information without having to be present in the field. By using secondary data from various sources, researchers can conduct an in-depth analysis of how ethical values influence management in the corporate sector.

E. Data Analysis Techniques

The data obtained will be analyzed using a qualitative descriptive method (Martias 2021) stating that descriptive analysis involves the process of simplifying and presenting data so that complex phenomena can be easily understood. This study uses descriptive analysis techniques to interpret data collected from literature studies to see how the application of ethics-based decision theory can affect business sector outcomes.

(Martias 2021) explains that descriptive analysis also allows researchers to find major patterns and themes that emerge from the data collected. Therefore, this analysis can

provide a clear picture of business management based on ethical value-based decision making.

Result and Discussion

Decision-making based on ethical values in corporate management is the process of choosing between several options a way that is morally fair and does not violate the law. Business ethics play an important role in ensuring that corporate operations are carried out fairly, honestly, and responsibly.

In modern business management, ethical decision-making is the most important basis for determining the sustainability and reliability of an organization. This process includes detailed consideration of various moral, social and economic aspects, and not only follows the formal legal framework, but also considers broader implications for various stakeholders.

Ethical values in business include basic principles such as honesty, transparency, integrity, and social responsibility. Every decision taken must go through an ethical filter that considers the short-term and long-term impacts on both the internal and external environment of the company. This means that every strategic decision is evaluated not only from the perspective of economic benefits, but also from the perspective of humanity and sustainability.

The implementation of ethical decision-making requires a comprehensive commitment from all levels of leadership. What is needed is a system that supports ethical practices, including the establishment of a comprehensive code of ethics, ongoing training programs, strict monitoring mechanisms, and an organizational culture that encourages ethical behavior. Therefore, ethics is not just a document or slogan; ethics is the lifeblood of all corporate activities.

The main challenge in implementing this approach is the complexity of the global business environment, which often creates pressure to ignore ethical considerations for short-term gains. But smart organizations understand that investing in ethics creates long-term competitive advantage, increases stakeholder trust, and makes a positive contribution to society. After all, ethical and values-based decision-making is not just about avoiding violations, but rather about building a healthy, dignified, and sustainable business ecosystem. This requires critical awareness, personal integrity, and a collective commitment to always put morality ahead of narrow practical interests.

A. Principles of Business Ethics

There are main principles that govern ethics in the business world, namely the principle of independence and the principle of honesty, which are explained as follows:

1. Principle of Independence

- Every individual needs to have the attitude and ability to make decisions.
- One must be aware of the actions taken regarding what is considered good to do.

2. Principle of Honesty

- A business cannot survive long without honesty.
- There are three basics of honesty in business:
 - Fulfilling promises or business contracts honestly.
 - Establishing honest working relationships within the company.
 - Providing product offerings with quality and price that are commensurate.

B. Principles of Justice

In running a business, there should be no discriminatory practices. Every individual must be treated fairly in accordance with existing regulations rationally, objectively, and responsibly.

C. Shared Benefits

The efforts made must provide benefits for all parties involved.

D. Moral Integrity

1. This value must be embedded in every individual in the business or company.
2. The goal is to maintain the reputation and good name of oneself or the company in the eyes of others.

E. Ethical Considerations in Business Decision Making

One of the key aspects for the sustainability of a company is how business ethics are implemented by the company. Companies that implement good business ethics tend to survive longer than companies that do not have good ethics.

There are four types of activities that can be considered part of business ethics, namely:

1. The application of general ethical principles to specific practices in the business world.
2. Business ethics encompasses more than just the application of ethical principles to business activities, but also functions as a "meta-ethics" that considers whether behavior considered ethical by individuals can be applied in the context of organizations or companies.
3. The study of business ethics includes assumptions and assumptions about the business world. In this case, business ethics also discusses the morality of the economic system in general and the economic system in a country in particular.

4. Business ethics also covers areas that can expand beyond just ethical principles, such as economics and organizational theory.

Business ethics are important for entrepreneurs who want to survive in the industry for a long time. Companies whose operations are based on solid business ethics will be able to reduce the risks they face. Thus, risks related to operations, marketing, legality, reputation, and other aspects can be minimized through the implementation of effective business ethics.

Increasing competition, as well as increasingly demanding consumers, are often the main factors that encourage companies to ignore ethics in their business activities. This encourages companies that think short-term to find ways to increase profits quickly. The quality of a company or organization is assessed by the public based on their views on ethics. Therefore, every manager in the company must consider the ethical aspect in every decision made.

Several important factors must be considered in every step of the decision-making process so that the decisions made are relevant to the problems faced. One important factor that must be considered is the ethical aspect, which plays an important role in the decision-making process. Ethics is the application of moral principles in a person's life related to what is good and what is bad.

Here are some ethical attitudes that can be applied in decision making:

1. Integrity Attitude

This attitude reflects honesty, fairness, and consistency with the principles believed in, and tries to avoid conflicts of interest and actions that could harm others.

2. Justice Attitude

This attitude focuses on fair and equal treatment of all parties, by avoiding discrimination and choosing decisions that provide benefits evenly.

3. Sustainability Principle

This attitude considers the long-term consequences of decisions made, and tries not to take actions that could harm the environment and society.

F. Challenges and opportunities in implementing business ethics.

1. Challenges in Implementing Business Ethics:

- Conflict between Profit and Ethics One of the major problems in the application of business ethics arises when there is a conflict between moral values and the need to make a profit. For example, a company may face a situation where choices that are profitable in the short term conflict with ethical values, such as exploiting natural

resources, reducing costs in a way that harms employees, or damaging the environment.

- Lack of Understanding and Knowledge of Ethics Not everyone in the organization has a good understanding of ethics in the business world. Ethics can be relative and vary by culture, sector, or even the country in which the company operates. This condition can lead to confusion or inconsistency in the application of ethical values throughout the organization.
- Stakeholder Pressure Managers and decision makers often feel pressure from various stakeholders (such as investors, customers, or even competitors) to produce quick and profitable results. This pressure can cause decision makers to choose options that focus more on short-term profits without considering the ethical impact of the decisions taken.
- Culture of Corruption or Unethical Practices In some countries or sectors, unethical business practices (such as bribery, collusion, or abuse of power) may be considered normal. In such contexts, companies that strive to act ethically may struggle to compete, or may even be marginalized from the mainstream practices in their markets.
- Difficulty in Maintaining Consistency Ensuring consistency in the application of ethics across an organization can be particularly challenging, especially for large companies or those operating internationally. Organizations that have offices in multiple countries or that offer multiple products may face challenges in applying uniform ethical standards across all levels of operations or regions.

G. Opportunities in the Application of Business Ethics:

1. Improving Company Reputation

Companies that are recognized as operating with high ethical principles tend to gain a positive image in the market. This good image can attract more loyal consumers, increase public trust, and strengthen relationships with investors. By having a solid image, companies can also reduce risks in the market and avoid the negative effects of potential scandals or violations of the law.

2. Higher Customer Loyalty

Customers today are increasingly aware of the importance of ethics in business. They prefer to transact with companies that they perceive as committed to ethics, such as treating employees fairly, following environmental standards, and supporting social sustainability. Therefore, implementing business ethics can strengthen customer loyalty and build long-term, mutually beneficial relationships.

3. Improving Employee Satisfaction and Retention

Companies that prioritize strong ethics often offer a positive and transparent work environment. Employees feel valued and treated fairly, which results in high levels of job satisfaction. This not only boosts productivity but also helps companies retain quality employees.

4. Better Competitiveness

In an increasingly connected and open world, consumers, investors and business partners are more likely to choose companies that demonstrate social responsibility and sustainability. Companies that practice good business ethics will be more successful in building long-term, mutually beneficial relationships, thereby increasing their competitiveness in the marketplace.

5. Reducing Legal and Reputational Risks

Strong business ethics can help companies comply with applicable laws, both locally and globally. This allows companies to avoid legal violations that can damage their reputation and result in expensive sanctions. Ethical decisions can also prevent scandals or problems that can harm the company's credibility.

H. Success Factors in Decision Making in a Company.

Decision making in a company is a complex and crucial process that has an impact on the direction and success of the organization. The right decision can create opportunities, increase productivity, and help the company meet its goals. Conversely, the wrong choice can pose great risks and harm the company. Therefore, there are several key elements that can be determining factors for success in the decision-making process in a company. Here are some of the main factors that must be considered:

1. Accurate Data and Information

Effective decisions must be based on accurate, relevant, and up-to-date information. Without quality data, the decision-making process tends to be based on assumptions or guesses, which can be risky. Therefore, companies need to have good information systems, such as data analysis, business intelligence (BI), and analytical action boards, to ensure that decisions are based on valid and reliable information. Example: Using sales data or financial reports to identify patterns in the market or improve inventory management.

2. Managerial Ability and Skills

Success in decision making is greatly influenced by the competence of managers in the company. Managers need to have the ability to analyze the situation, understand the long-term consequences of decisions taken, and choose the most appropriate alternative. Experience, expertise, and understanding of market and industry dynamics are also very important.

Example: An experienced manager can estimate the impact of policy changes on team productivity or product distribution processes.

3. Ethical Considerations and Social Responsibility

A wise decision not only focuses on short-term profits, but also considers ethics and social responsibility in business. Ethical choices will strengthen the company's reputation, increase customer loyalty, and reduce legal risks or negative impacts on the image. Sustainability and fairness should also be the main focus in the decision-making process.

Example: Choosing to use environmentally friendly raw materials or comply with fair labor standards, even though it may cost more in the short term.

4. Solid Leadership

Efficient leadership greatly determines the quality of decision making. A good leader is able to make tough choices with confidence and provide clear direction to his/her followers. Open, communicative, and vision-oriented leadership can facilitate the decision-making process and ensure that decisions are accepted and implemented well throughout the organization.

Example: A CEO who can guide the company through a crisis by making quick and appropriate decisions can help the company overcome challenges and return to progress.

Conclusion

From this study, it can be concluded that proper decision-making plays an important role in business operations. The decision-making process based on ethical business values helps companies create a good image that will have a positive impact on the company in the future. Companies need leaders with strong ethics who can inspire employees and create a supportive environment to achieve company goals. Business ethics not only prioritize moral aspects, but also customer satisfaction that affects a company's reputation.

To support the success of companies that prioritize ethical values, the author considers several suggestions:

1. Organizing ethics training for employees
2. Training in dealing with consumers based on good ethics
3. Formulating company ethics policies
4. Evaluating decisions periodically

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