

## ABSTRACT

*Decision making is an activity common to managers in all types of organizations, some operational and some strategic. In the study of strategic choice, many authors affirm that the form of choice is bounded rationality, that power wins the battle of choice, and chance is important. However, some researchers argue that technical rationality is not enough when dealing with the uncertainties facing companies, especially in today's competitive market. According to Donald Schon, technical rationality cannot explain the uncertainty and uniqueness of situations. There is a difficulty in delivering research in a practice situation due to its characteristics of uncertainty and uncontrolled. Scientific methods could only be required in a laboratory or private study place and depends on the large amount of data reflecting in past experiences. Strategic decision-making became one of the focus of this research since it is considered as a decision which is uncertain and rare. In order to face such conditions of uncertainty, Donald Schon proposed a concept of 'Reflective Practice' which has the intention to analyze as well as to introduce the concept of reflection in which consists of several approaches. The ability of human resources to become one of the company's competitive advantages is analyzed here. Then say that HR is indeed a strategic area in a company that will determine the survival of the organization. It is further stated that the purpose of This study aims to analyze the concept of reflective practice in the decision-making process of human resource managers in Indonesian state-owned enterprises.*