A Conceptual Model of Decision-Making Skills Towards Leadership Effectiveness in Higher Education Institutions in China

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ABSTRACT

A decision is a course of action purposefully chosen among available alternatives in order to achieve a desired objective. It is the result of the judge's decision and symbolizes a decision and commitment to the same. It is the final resolution of a conflict between needs, means, or objectives that is reached in the face of uncertainty, complexity, and multiplicity. A choice is a conclusion made after deliberation; it occurs when one alternative is chosen to the exclusion of all others it is the exercise of judgement. In the business sector, having strong leaders and managers is really necessary. Ineffective leaders, on the other hand, usually cause harm to the organizations they serve, despite the fact that effective leaders can bestow several advantages upon their organizations. This research examines leadership and decision-making across a number of system types and degrees of complexity. Before discussing the concept of leadership decision making and some of its key components, the article gives background information on leadership and decision making. The paper then studies complex systems and provides examples to differentiate them from other system kinds. In conclusion, these threads are brought together through a discussion of leadership decision making in complex systems and the presentation of a framework to assist managers with decision making in complexity based on survey results. The objective and contribution of this research is to improve the outcomes of leadership decision making within complex systems by generating a decision support model based on the existing literature. Consequently, the purpose of this article is to aid real-world individuals and organizational leaders in strengthening their decision-making effectiveness in an ever-expanding spectrum of progressively complex situations. Clearly, the researcher desires to comprehend the notion of decision-making skills in order to add to the improvement of knowledge by employing Process Leadership Theory and the overarching theoretical framework for this study. This study indirectly enhances the leadership qualities of Chinese leaders of higher education institutions (HEIs).

keywords: leadership effectiveness, decision making skills, China, higher education institutions (HEIs)

I. INTRODUCTION

Generally, according to research on the decision-making process, individuals typically find it challenging to make productive and prudent selections. The term "decision making" refers to the process of choosing between two or more choices. A decision can be reached intuitively, rationally, or through a combination of the two (Akter, Ahmed, Sentosa & Hizam, 2022). Individuals view decision making as a vital aspect of their lives. The individuals must make everyday decisions both inside and outside their houses. When the decisions are minor, individuals are able to make them in a controllable manner without encountering significant difficulties. In contrast, when the

decisions are significant, individuals must analyze the possibilities and choose the most appropriate one. Decisions must be capable of being implemented in an effective manner (Del Prette & Del Prette).

In order to achieve a desired outcome, decision making can be defined as the process of picking a course of action from among multiple choices. The objective of decision making is to influence human behavior and dedication toward a future objective. If there are no options, if there is no choice to be made, if there is no other way out, then there is no need to make a decision. It entails dedicating the organization and its resources to a certain plan of action deemed adequate and capable of achieving a set target. Managers at every organizational level make decisions and address challenges. In reality, decision making is the process of closing the gap between the current state and the desired state through resolving difficulties and seizing opportunities.

A decision is a course of action purposefully chosen among available alternatives in order to achieve a desired objective (Kapur, 2020). It is the result of the judge's decision and symbolizes a decision and commitment to the same. It is the final resolution of a conflict between needs, means, or objectives that is reached in the face of uncertainty, complexity, and multiplicity. A choice is a conclusion made after deliberation; it occurs when one alternative is chosen to the exclusion of all others it is the exercise of judgement. In the business sector, having strong leaders and managers is really necessary. Ineffective leaders, on the other hand, usually cause harm to the organizations they serve, despite the fact that effective leaders can bestow several advantages upon their organizations. Managers are people who take full responsibility for the management, upkeep, and operation of an organization (Putra & Sentosa, 2018).

It suggests that managers are the pillars of their companies and have the authority to do whatever it takes to earn profits for their own workplaces. It is challenging to be an effective leader who is able to take on all of their responsibilities. The vast majority of leaders or managers believe they are in charge of the organizations they oversee (Bisson & Folk, 2000). The process of getting things done by enlisting the help of other people to carry out the various tasks that are often necessary in order to achieve personal or organizational goals is managed and carried out by managers. It gives the impression that effective management carried out by managers leads to a lucrative corporation at the top, much to the satisfaction of stockholders, but it pays little regard to the organization as a whole (Kellerman, 2010). As a consequence of this, numerous studies have been conducted to investigate the levels of expertise possessed by the leaders and managers working within a business.

A modern, globalized leader, especially in higher education institutions (HEIs), must be sensitive enough to arrange any strategic opportunities, be the architect of the organization, and motivate subordinates and workers toward this new change by applying and practicing not just intelligence quotient but also emotional and spiritual quotients. Managers with good character traits are likely to be leaders or managers who understand the importance of social responsibility and incorporate it into their day-to-day processing tasks (Sadler, 2003). Leaders or managers with positive character traits, such a healthy sense of self-worth, are more likely to be self-aware, self-directed,

decisive, continually express new ideas, and get along well with people, particularly their subordinates and the workers who ultimately report to them in the organization (Surji, 2015).

To make sensible and effective decisions, leaders must improve their decision-making abilities. These are the competencies that emphasize the tactics and strategies that must be implemented for enhancing goodwill and obtaining the desired results. In organizations, those in positions of leadership must make prudent and effective judgments. When organizational and employee-related choices are being made, employees are also given the opportunity to share their views and perspectives. When instructors need to make judgments in the classroom on a variety of areas, they typically give students the opportunity to provide their ideas and suggestions. When others are given the opportunity to share their thoughts and opinions, those ideas and perspectives are accepted if they are deemed valuable and significant. On the other hand, they are not accepted if they are not deemed valuable. Determining the errors and contradictions in judgments prior to their implementation is therefore essential. Individuals must be devoted to their decisions and well-informed regarding their benefits (Kapur, 2020).

Due to these issues and controversies, the purpose of this study is to investigate the concept of leadership effectiveness and the extent to which decision-making skills are considerably affected. The literature review contributes to a better comprehension of the research, which tries to explain the concept of leadership and its behaviour in order to achieve success in the education industry. The paper then studies complex systems and provides examples to differentiate them from other system kinds. Clearly, the researcher desires to comprehend the notion of decision-making skills and leadership effectiveness among the leaders of China's higher education institutions (HEIs) in order to develop knowledge.

II. LITERATURE REVIEW

A. Decision Making Skills

According to research on decision making processes, creating productive and prudent decisions is a challenging endeavor. The decision-making process refers to the act of choosing between two or more possibilities. Decisions can be made intuitively, rationally, or through a combination of the two. On a consistent basis, the individuals must focus on updating their decision-making abilities. To achieve this objective, they must be knowledgeable about the various measures, tactics, and options. The aspects that contribute to the development of decision-making abilities are gaining clarity in terms of situations and domains, determining the individuals to be consulted, evaluating the decisions made, collecting pertinent information, and taking into account all the issues and uncertainties (Albejaidi, Kundi & Mughal, 2020).

Decision making is getting more attention so as to increase leadership effectiveness in organizations (Busari, Mughal, Khan, Rasool & Kiyani, 2017). In this study the researcher tries to explore the decision making of leaders on the basis of their demographic characteristics like age, gender, education, designation. Whether these

demographics can explain whether increases in age, education and designation can affect changes in decision making or not. Decision making is getting far more attention in business organization nowadays and was absent before. The increasing literature on decision making is of interest to health care organizations and their management figures are very interested to know more about decision making in the workplace (Mukhezakule, 2019). Decision making is clearly very important in organizations. The ability of professionals to be making effective decisions is very important in order to increase the quality of outputs. In order to have a good response to needs of the community, professionals in organizations must be competent and have very good decision-making ability (Nicolaides, 2019). Due to changes in technology, resources and needs of professionals require more autonomy, involvement in decision making, and professionals must be ready to adopt effective leadership styles which help them to solve problems of employees and their stakeholders as critical entities towards sustainability (Khan et al., 2018).

Numerous considerations must be taken into account throughout the development of decision-making skills. These include producing clarity regarding the situations and locations, determining who should be consulted and involved in the decision-making processes, evaluating the decisions made, gathering important data, and taking into account all the uncertainties and obstacles. Individuals are able to contribute greatly to the development of decision-making abilities when they examine all of these factors. Possessing sufficient situational knowledge will lead to the growth of decision-making abilities. When only those with appropriate knowledge and understanding of several variables should be consulted, as only they will be able to provide helpful information. The decisions made must be evaluated.

The evaluation methods will assist the detection of flaws and inconsistencies and the deployment of enhancements. The gathering of relevant information is seen as a crucial aspect in the development of decision-making skills. This is a fairly evident point. Leaders can only make worthwhile and significant decisions when they are aware of all relevant factors and alternatives. In some circumstances, the decision-making process may be straightforward, whereas in others, one may confront hurdles and issues, and in yet other instances, doubt may arise. Individuals must be able to identify problems, obstacles, and unpredictability. These are undesirable and considered significant impediments to the process of strengthening decision-making skills. Therefore, unpredictability and difficulties must be factored into the development of skills. Therefore, it can be argued that the development of decision-making abilities must incorporate these factors when making personal and professional judgments.

Conduct research, conduct analysis of the alternatives, communicate effectively, introduce arts and culture into one's life, become well-equipped with technologies, identify the flaws and inconsistencies, learn from experience, conduct experiments, obtain ideas and suggestions from others, and consider one's goals and objectives are the methods for enhancing decision making skills. Lack of knowledge, too many individuals, vested interests, ineffective communication, and making hasty conclusions are the elements

that impede the decision-making process. In conclusion, it can be claimed that when individuals are able to make productive and prudent judgments, they will greatly contribute to accomplishing personal and professional goals and enhancing their lives.

B. Leadership Effectiveness

There is currently an abundance of material on the most effective leadership strategies. A scan of the literature reveals nearly four million entries on the subject of leadership. There are various variations in the concept of leadership, but in general, leadership is understood as the capacity to influence and motivate others to contribute to organisational results. Despite the abundance of leadership study findings, there is no conclusive solution to the question: what is the greatest approach to lead? There have been numerous attempts to determine what makes a strong leader. Earlier studies focused on leader characteristics.

This research frequently examined individuals referred to as "heroic leaders." Acceptance of the characteristic approach has fluctuated throughout the course of the previous century, and some authors continue to consider it as a potential method for developing leadership capacity (Brown & May, 2012). Additionally, researchers have focused on behavioural approaches to leadership, or what leaders need to do. Leadership contingency theories investigated the requirement for varying behaviours in different situations. The driving force behind transformation throughout history has been and will continue to be leaders. The dynamic organisation needs to be aware of the traits and competencies of ineffective leaders in order to know what kinds of things effective leaders should steer clear of (Akter, Ahmed, Sentosa & Hizam, 2022). In addition, each sector has its own set of requirements and standards for the executives that work inside it.

According to Szczepanka-Woszczyna and Gajdzik (2016), the characteristics of the operations of a firm are what determine the abilities and skills required of a leader. Constructing an environment in which companies participating in Industry 4.0 may learn from one another through the use of cooperation requires essential components such as face-to-face connections, positive correlations, interpersonal skills, and group behaviour. The idea can also provide the opportunity for group members to have their needs met, which can be useful for the development of their relationships with one another. During times of peril, a nation benefits from having strong leadership. In addition to this, it adds to the accomplishment of the goals set forth by the business organisation and makes it easier for the charitable organisation to accomplish its objectives (Simangunsong, Hutasoit & Sentosa, 2020)

It is challenging to speculate on the characteristics that will be common among leaders in approximately ten years. However, for a considerable amount of time, strategic vision, the development of teamwork, motivation, diligence, dialogue, and loyalty have been the defining characteristics of leadership (Kwiotkowska et al., 2022). The definition of the word "lead" that can be found in the Webster dictionary is "to steer down a route." The term "leader" refers to "one who leads and possesses commanding authority or influence," according to another definition. Along

with this, "According to one definition, "leadership" refers to "the position of head of a group, organization, or institution." The ability or authority to guide or direct other people " (Surji, 2015). According to the concepts presented above, leadership can be defined as the process through which an individual motivates a group of others to work toward achieving a common goal. Therefore, leadership is not synonymous with influence alone; nonetheless, it is impossible for leadership to exist in the absence of influence. Each organisation is responsible for charting its own course toward change, which includes the organization's pursuit of Industry 4.0. (Gajdzik, Grabowska & Saniuk, 2021).

The increasingly volatile nature of the market, the growing significance of employee motivation to fulfil organisational goals, and the constant search for additional sources of competitive advantage are all factors that contribute to the growing significance of leadership in contemporary enterprises (Grout and Fisher, 2011). This study will concentrate on the factors that contribute the most to the development of a high-quality and effective leader in order to provide a foolproof method for achieving success in any type of leadership position. Kwiotkowska et al. (2022) measure the effectiveness of leadership using two (2) indicators: leader performance and worker satisfaction. These indicators are discussed in their study.

Table 1: <u>Measurement Items for Leadership Effectiveness</u>

Indicator	Items
Leaders' performance	My leader has the ability to trigger a change in this company
	My leader has had a significant impact on increasing networking with other companies.
	My leader has had a significant impact on increasing effectiveness in this company
	My leader has had a significant impact on increasing profitability in this company
Worker satisfaction	We are satisfied with the facilities provided by our leader
	We are satisfied with the fairness demonstrated by our leader.
	We are satisfied with the promises delivered by our leader.

Based on supporting literature, the researcher hypothesizes that the investigation will reveal that

Hypothesis: Decision making skills has a significant effect towards leadership effectiveness.

III. CONCEPTUAL DEVELOPMENT

The researcher bases this analysis on Process Leadership Theory, which serves as the investigation's overall theoretical framework. A rising number of leadership theories are putting an emphasis on the procedures that leaders

go through in order to accomplish their objectives. Charismatic leadership, principal-centered leadership, learning organizations, and servant leadership are all examples of these types of leadership. Greenleaf is credited with bringing about widespread acceptance of the concept of servant leadership in the early 1970s. Since the early 1990s, the idea of "servant leadership" has been given fresh consideration amid a revival of interest in the field. It is strongly recommended that leaders who take on the mindset of a servant pay special attention to the issues of their followers and demonstrate empathy, care, and support for those they lead. Someone who is naturally subservient was given the responsibility of being in charge of the group. Those in positions of authority who view themselves as servants put the requirements of their followers ahead of their own and work to foster in them a greater sense of autonomy, freedom, and intellect. The servant leader is concerned about those who are "have nots" more than those who are "haves" and views them as equals (Greenleaf, 1996). Instead of the employees of the organisation, the leaders of the organisation should be the ones who serve as stewards (not masters) of the organization's vision.

Leaders in organisations that are committed to continuous change and improvement do all in their power to establish and foster a vision that is broader in scope than themselves. The goals and ideals of the organisation or community as a whole are compatible with those of the leader. These process leadership theories, along with others that have emerged recently, have a tendency to indicate that the major duty of leaders is to look out for the best interests of the people they lead. It seems as though the field of research on leadership is progressing in a particular direction. Since its inception, the study of leadership has progressed from a focus on innate abilities and rights to a focus on learned skills and styles to a focus on situational and relational forms of leadership to a focus on the function of groups and group processes to a focus on the interaction of the group's members, with an emphasis on individual and institutional moral advancements (Yammarino, 1999). As a result of the researcher's focus on the ways in which the idea of emotional intelligence influences the performance of leaders, the theory that was chosen is very appropriate for use in this context.
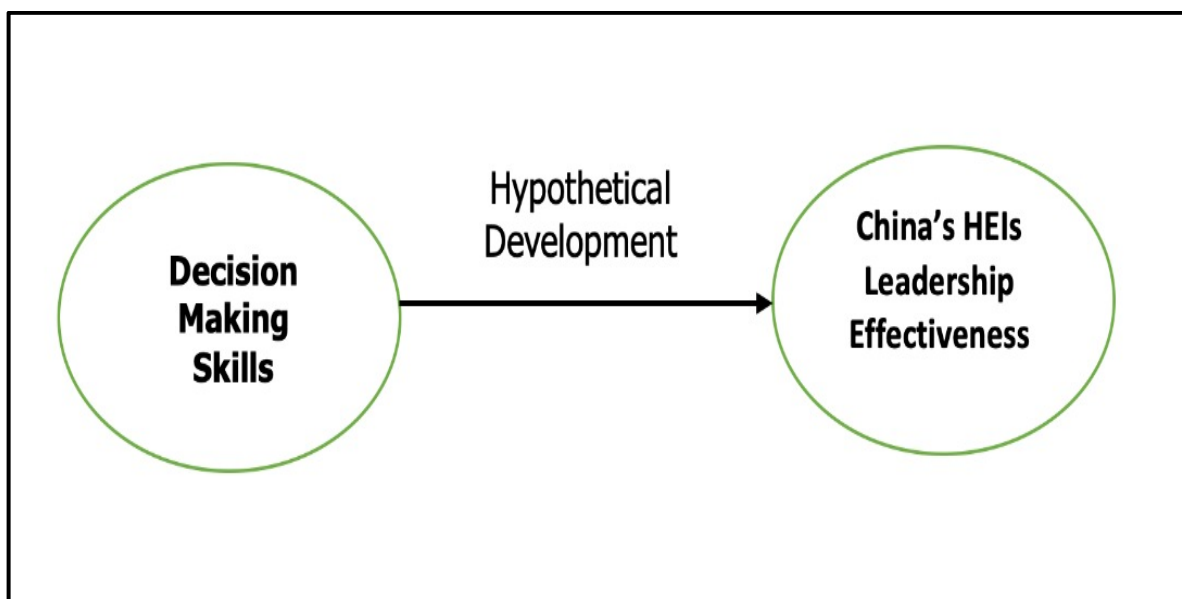

Figure 1: Conceptual Framework

Figure 1 depicts how the findings of this research lay the framework for the development of a theory of decision-making abilities and the subsequent link between those skills and effective leadership. A hypothetical measurement of the link between the independent variable (decision making skills), on the one hand, and the dependent variable, on the other, was constructed by the researcher (leadership effectiveness). The methodology of the study takes into account the various methods in which higher educational institutions in China can be involved to improve both the overall quality of the services they provide and the efficiency with which they operate as an institution.

 Adopting a holistic perspective makes it possible to understand and explain complex and well-organized events, in which all of the parts have meaningful connections to one another and make substantial contributions to the whole. This ability is made possible by the fact that all of the parts make substantial contributions to the whole. For the purpose of this investigation, the population of interest is the leaders or managers of Chinese HEIs; hence, data will be collected from that group to act as a sample. This framework functions well with any kind of management system and can simply be modified to new systems. Furthermore, there is a clear separation between the various elements in terms of their capability to manage resources and accomplish the organization's goals. This framework has a lot of potential applications in the disciplines of education management and human resource management.

IV. DISCUSSION AND RECOMENDATIONS

The primary objective of this study was to determine whether there is a significant gap between the mean values of leadership, decision making, and the effectiveness of leadership. That is, the quality of leadership, the manner in which decisions are made, and the degree to which leadership is effective in organisations. Additionally, the researcher investigated the extent to which followers of organisations had an opinion regarding the leadership of those organisations and the effectiveness of those organisations. The conclusion that can be drawn from this is that the mean scores of leadership styles and effectiveness are more important than decision making. What this indicates is that the process of decision making is neglected in these organisations.

The management of organisations should be highly concerned about the implications of this truth. They need to give the process of decision making a much higher priority and also involve their employees in the decision-making processes themselves so that employees feel that their contributions are valued by their respective businesses. According to several reports, decision making is more crucial than other types of leadership. It means that in order for these companies to become more effective, the leadership styles and decision-making procedures within these organisations need to receive a lot of attention from those responsible for running them. As a result of the conversation that has taken place thus far, it is abundantly evident that leadership has an effect on the effectiveness of leadership, in addition to decision making, which is a more dominating factor and has a greater effect on leadership effectiveness.

The paradigm that was provided provides support for the assumption that the major driver of education system performance is a complex interplay between the entirety of the system of institutions, starting from the top and

working its way down. Supporters of efficient leadership are certain that the status quo from the past should not serve as a pattern for the future, and they are confident in this assertion. According to the findings of the studies that were conducted, effective leaders achieve their goals because they are able to communicate alluring visions for the future. Exemplary conduct and a commitment to the organization's mission, its long-term goals, the alignment and transformation of processes, and the cultivation and education of its followers are two traits that define leaders. If there is a strong leader in place, the structure that has been proposed will have a significant effect on the effectiveness of the company.

Aside from that, it is essential to conduct new studies for the purpose of conducting a better investigation into how work organizations have comprehended emotional intelligence and what activities they have supported in order to improve the performance of workers. This will be done in order to better understand how emotional intelligence can be used to improve workplace outcomes. When corporations take into account a perspective on emotional intelligence that is not backed by scientific evidence, it is probable that these organizations are just following a trend. In either scenario, the businesses in question are passing up the chance to ruminate on the actual relevance of decision-making processes within the context of their respective workplaces. It is projected that one of the most important metrics for determining the efficacy of leadership will be one's ability to make decisions (Tett, Jackson, & Rothstein, 1991).

The purpose of this study is to enhance, in a roundabout way, the qualities of leadership possessed by Chinese educational institutions of higher learning (HEIs). This study will assist the authority of the education system and administration because they will acquire an awareness of the competency (Schein & Schein, 2016) of each university's leader and will be able to use this knowledge to develop training and competency modules as a result of the study. Curiously, this framework has the potential to be used as a comprehensive approach for measuring the performance of university systems and for tackling hurdles and issues in the field of education (Sharin, 2021). This is an intriguing possibility. It is of the utmost importance for the development of a road map for the educational path in China.

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