

A RELATIONSHIP BETWEEN LEADERSHIP AND DECISION MAKING

This paper presents the strong relationship between decisions and leadership styles. Styles of decision-making concern leadership techniques and institutions. This study examines the essential method to understand leadership decision-making in management and organizational activities. The objective of this study is to provide leaders and managers the best possible method to understand the Leadership Decision-making Process (LDMP). In the small and big organizations, leadership and styles have important impacts. This style applies to all seniors and new managers. In addition, leadership can influence the decision-making style and capabilities of the management, a fundamental characteristic of the function of nurses in organizations of healthcare.

Introduction

Leadership is the process of inspiring others to cooperate in the pursuit of a common goal in a particular organization. The relationship between the participation of leader and his efficiency in the achievement of objectives is however complex. Style of leadership is a word that has been defined in several ways—mostly the typical method that one leads another. Researchers and other practitioners proposed a participatory leadership theory that assumes the effectiveness of a group depending on the degree of participation or retention of leaders in their decision making. This is an evaluation of the effectiveness of leadership. ^[1-4]





The leader can be described as an individual contributor or failure. All other organizational factors are affected. Management affects the culture of corporations, projects, decision-making and dedication of personnel. The likelihood of business or school failure will increase without appropriate leadership. Leadership is, therefore, considered to be the ability to decide on strategic issues using competencies such as communication, personal relationships, incentives, decision-making and emotional maturity to meet school or organizational goals. However, we know that there are various leadership styles which can apply to the many issues that an organization can always confront. Even so, it remains an organizational issue today for leaders to combine governance principles with ethical justification of actions. ^[5-7]

Literature Review

The relationship between leadership and decision-making originates from leadership contingency theories. Leadership behaviour and participation in decision making are the model of leadership participation (Vroom, 2000). The concept is based on decision-making contingencies and describes the five styles of leadership (e.g. decision, consultations individually, consultations group, facilitators and delegate). This includes leadership knowledge, importance of decisions, importance of commitment, likelihood of commitment, group support, group expertise and team competence. A suitable leadership style may be chosen on the basis of these decision contingencies. Likewise, all groups of leaders but most importantly, must take day-to-day decisions and long-term decisions. Similarly, study scientists also need to focus on both parts of leaders in how they take decisions everyday and how leaders take future forecasts/long-term judgments. (Tatum et al.,2003)

Nowadays, managers have an ever-increasing responsibility to be good decision makers to maintain the existence of the organization’s cordial and stress-free environment (Muhammed, 2015) ^[8]. Sometimes managers have incomplete and insufficient knowledge and decision-making time, and so they must be decisive as delaying decisions might negatively impact the organization. For this, they need to collect all information, as time permits, from all levels of the company. They must ensure that their source of information is reliable and exact, that their wrong decisions may have adverse outcomes and consequences, and that changing working environments can influence their decision-making (Ejimabo, 2015). ^[9]

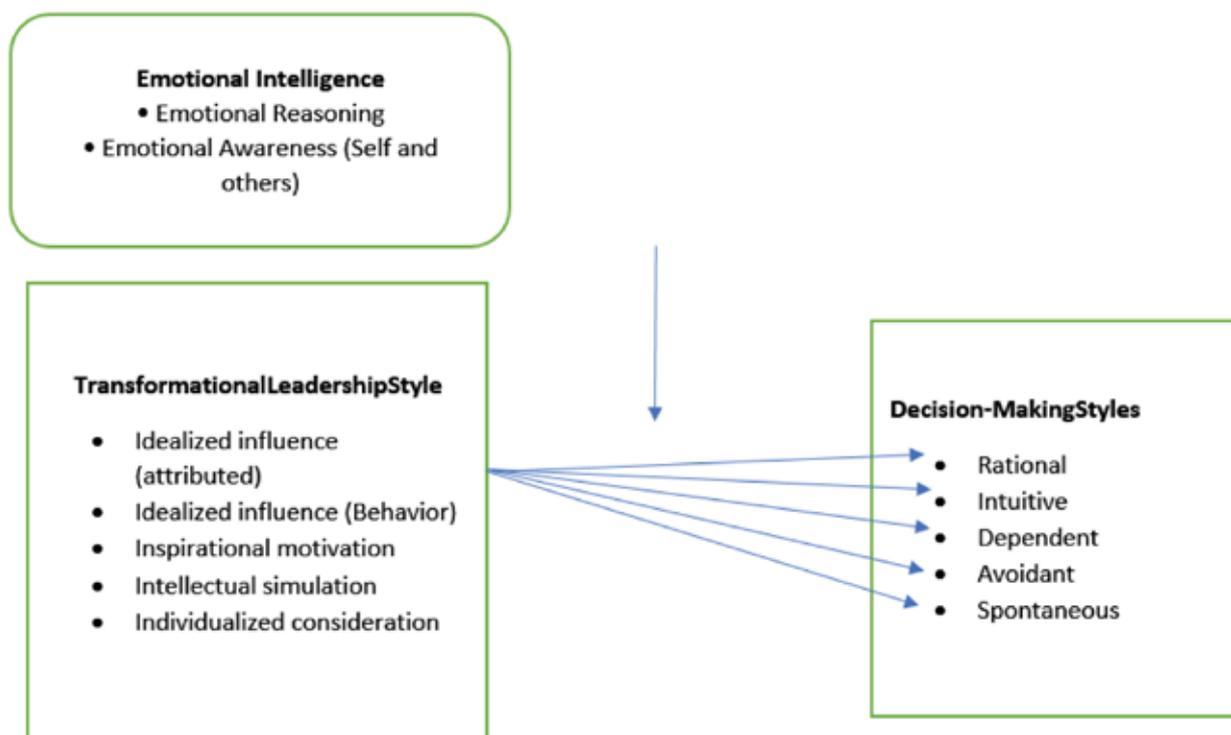


Figure 1: Conceptual Framework



Leadership is categorized by researchers such as autocratic, democratic, or laissez-faire. Evaluating styles of leadership is a challenging task. A great number of leadership literature has sought to define and analyse leadership.



Leaders are in charge of taking decisions by establishing an organized process. This procedure, because of its impact on or aiding the achievement of goals and satisfaction and general efficiency is vital to all companies. Leaders must decide on the organizational level of decision making and how employers can share or participate in organizational decision-making and the best strategy to decision making (Van Loveren, 2007).^[10]

As well as every person has a unique way to deal with others, also has a unique style of leading others. There are five major or dominant grid styles according to Blake Mouton Managerial Grid (1985) caretaker administration, authority-obedience administration, Comfortable and pleasant administration, team administration and constituency-centered administration. These five styles are typical of most administrators and represent the basic styles. The Academic Administrator Grid, a mix of two styles, cited a combined method. This method is frequently called administration of paternalism and maternalism, and is highly important in the academic administration (Al-Omari et al., 2007).^[11]

Leadership

Leadership is theoretically similar to other abstract ideas like love, democracy and freedom. The process of influencing individuals to reach a common purpose is a generic, but working definition of leadership. It is also defined as a process in which leaders influence the other leaders and followers. Leadership is categorized by researchers such as autocratic, democratic, or *laissez-faire*. Evaluating styles of leadership is a challenging task. A great number of leadership literature has sought to define and analyse leadership. However, the literature offers rather different methods to management. Leadership is a complicated and dynamic issue which includes and influences numerous variables—leaders are responsible for assuming various roles and these roles affect factors. This intricacy has meant that the constituents of good or effective leadership are lacking in a full understanding. As indicated previously, leadership is a dynamic connection based on “mutual influence and shared purpose among leaders and staff, where both are motivated and moral developments are motivated to a higher degree as they influence others through action to achieve a goal.”^[12,13]

^[1] defined a leader in order to direct actions to achieve some joint purpose - a leader who has exercised intentional power over one or other individuals— often requiring mutual support among the group members. In any organisational environment, the leader needs to connect regularly with followers while listening to them and leading them towards success. For instance, Allah emphasizes to Prophet in the Holy Quran that a leader must consider his followers in every decision before the decision ends. It is suggested that their followers, for whom they create a sense of autonomy, should trust good leaders. In making decisions with followers as well as the overall good of the organization, the leader should be consistent. Leaders should also be able to anticipate problems and disadvantages prior to the event. An effective leader must be able to balance many of the variables, by mobilising the resources of the group to achieve a unified goal. It also highlighted the necessity of unifying the purpose for leaders and supporters to achieve such objectives. Meanwhile, balance is not necessarily dependent on the development of a particular leadership feature or style, but on the ability of the leader to analyse the circumstances and take a leadership strategy and decision mobilising followers. In order to understand the need to execute changes, develop guidance, align people, encourage and inspire, communication, construct teams and share decision-making, mentor and coach subordinates should demonstrate a high degree of integrity.^[14-16]

Leadership was also investigated, not just as an individual leader, but as a process that moves away from the lead-oriented approach to more recognition of the follower’s role and the context. Distributed or participatory leadership has been extensively examined, in which power is shared with followers. This strategy is particularly



important for businesses with knowledge since their jobs are complex. Clearly, collaboration is required in terms of collaborative leadership. A large study of followership was also conducted. For example, the concept of 'power in the edge' recognized the advantages that followers can rely on and seek their involvement into the decisions, for example Alberts and Hayes' early work and continued research by other authors, for example Piersol. Technological advances and globalization, which require a more cooperative climate, now have an important impact on organizations. Traditional leaders do not often welcome this. ^[17-19]

Decision-making

^[20] He claimed that one of the four formal functions that are employed to solve problems is: a sense that is a perception of the senses; a thinking that gives meaning and understanding; a feeling that judges and evaluates and an intuition that tells us about the potential for the future. Every human has one function most used in decision-making: the dominant function. The opposite of the dominating role (which is this person's strength) is the lower function (which is the weakness of that person). When, the dominant function feels the weaker function. The lower function senses when the dominant function is intuition.

Jung says that there are two different ways that people can detect difficulties; the use of sensing and intuition. There are also two ways to tackle the problem:---- the application of functions of thinking and feeling. For example, the *Quran* urges man's attention to use his thinking power to appreciate his existence and to solve problems. The combination of the functions of perceiving and assessing is called the style of decisions. ^[21] The approach was embraced and applied to management. Keegan claims that the typology of Jung provides a genuine insight on why people succeed or fail in decision-making.

However, it analysed the widespread dispersal of authority in European organisations, which is connected to the focus on agreement in decision-making. Assessing consensus-based decision-making processes decreases the leader's power. Power is extended to management, oversight boards and experts in the company abroad. It includes employee involvement at all levels. An overall participatory environment enhances workers' satisfaction. There is a wide range of different types and examples of decision-making. Below are some literature-based decision-making styles.

There is also a vast deal of literature about the decision-making process. Decisions have been examined in a variety of fields including business, health and education, and individual and group decision-making has also been discussed. Decision-making implies generating alternatives to create adequate measures and picking one of those choices. The decision-making process is a process of cognition that leads to choice. These processes can be either rational or less rational, driven by explicit knowledge, implicit knowledge or the belief systems themselves. Decision-making was an early subject of management research within an organization. Almost two million papers on the broad issue of decision-making are presented in a literature search. In addition, researchers examined ethical decision-making, logical decision-making, strategic decisions, biased decision-making and uncertainty-based decision-making. Many studies explored personality and decision-making differences, and established several scales for decision-making assessments, such as the Appelt et al. ^[22].

Purpose of Leadership Decision making (LDM)

LDM is an act of accountability and responsibility by its leaders for organisational issues and challenges. It demands maturity, common sense, knowledge, skill, energy, self-discipline, sense of direction and motivation. Good leaders provide an incentive to increase the efficiency and performance of followers in corporate decision-making (Leiter & Maslach, 2002). The purpose of LDM is always to ensure issues, issues or challenges in terms of organization, are correct, effective, goal-oriented, legitimate, clear, transparent, trustworthy, credible and acceptable to everyone engaged in the organization. In reality, employee performance and tasks always depend on the degree to which they are recognized and included in the decision-making process. And, because the fate of all employees at each company depends on their leaders' choices and policy, leaders need to have effective decision-making skills and strategies. All leaders should always consider their employees'



participation and engagement in certain organisational decisions, because research shows that organisations are as good as individuals for them. Involvement of employees leads to superior judgments that encourage organisational and personal results (Parnell et al., 1992). It is essential to understand why the participation of staff in decision making is focused on fairness of competence in the workplace (Locke & Schweiger, 1979). In particular when staff prefers to participate in a decision-making process (Tjosvold, 1985) it is of vital importance to strengthen their sense of fairness by involvement in decision making (Korsgaard & Roberson, 1995). (Gardell, 1977). For employee involvement, a worker's belief shows his individuality or value in the work (Bandura, 1982, 1986; Stryker, 1986).

Conclusion

This study examined to better understand LDM in management and leadership activities that have an effect on innovation, growth and efficiency, success and goals in existing organisations. The participants' knowledge, histories, and expertise in extended management were the means and elements that were employed to detect a meaning pattern and to produce a result. The participants thus analysed the difficulties and imperceptivity connected with decision-making in the organisations, and examined updates, upgrades and improvements. In this context, the participants' perspectives are of considerable urgency.

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