

Navigating organisational influence : Drivers of leadership and decision making

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Abstract

In terms of leadership and organizational decision-making, several factors influence leaders' approaches, techniques, and outcomes. The existing study aims to find out ways that may collaborative leadership help organisations promote a culture of well-informed decision-making and also how can collaborative leaders effectively foster teamwork and consensus-building? and what are the most important skills and actions that these leaders take? The study proposes a conceptual framework using Structured Equation Modelling using AMOS software version 23.0 to ascertain the relationship between factors of leadership and decision making in the organisation. It also validates the relationship and understand the reasons of their association along with Exploratory Factor Analysis (EFA) and Confirmatory Factor analysis (CFA). The model was designed by consulting Human resource employees working in Dubai as leaders in their respective designations. The sample size of the study is 363 Human resource employees and responses retrieve through Structured questionnaire frame on 5-point Likert scale. The findings of the study stated that leaders face extra challenges from external factors such as regulatory frameworks, stakeholder expectations, and market circumstances. The strategic decisions that leaders face is influenced by factors like as economic trends, industry competitiveness, and technological breakthroughs. Leaders must strike a balance between their legal responsibilities and the organization's objectives in light of the decision-making limits imposed by regulatory regulations and compliance standards.

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1. Introduction

Numerous elements impact leaders' strategies, methods, and results when it comes to organizational decision-making and leadership. Leaders must have a firm grasp of these elements in order to successfully traverse complicated settings and make well-informed decisions that propel their organizations to success [39]. Leadership and organizational decision-making are impacted by both internal and external factors, which are examined in this introduction [36]. On the inside, leadership styles and decision-making procedures are greatly influenced by company culture. Leaders can be helped or hindered by the prevalent beliefs, practices, and behaviours inside a company. For instance, executives may be more likely to take an entrepreneurial perspective when making decisions if the company culture values creativity and experimentation [45]. Likewise, decision-making and communication processes are shaped by organizational hierarchy and structure [63].

Leadership dynamics in hierarchical companies that rely on centralized decision-making may differ from those in flatter organizations encouraging distributed decision-making across teams. Internal elements that greatly impact decision-making also include leadership styles and competencies. The ways in which leaders solve problems, resolve conflicts, and prepare for the future are determined by their personalities, experiences, and skill sets. The decision-making climate, employee engagement, and organizational outcomes can be influenced by many leadership styles, including authoritarian, democratic, and transformational approaches [3] [40].

Market circumstances, regulatory frameworks, and stakeholder expectations all have an external impact on leaders [10]. Economic trends, competitiveness within industries, and other market dynamics inform product strategy, market positioning, and resource allocation decisions. Executives must ensure that their companies' plans are in line with applicable laws and ethical principles in order to make decisions within the constrained regulatory and compliance environments. In addition, the priorities and actions made by leadership are influenced by the expectations of stakeholders, who can range from consumers and employees to investors and communities. Leaders must comprehend and address the many requirements of stakeholders in order to establish trust and maintain the organization's relevance. Innovations in technology also provide new possibilities and threats to established businesses and their executives. The ability to make quick strategic decisions and adapt to changing

circumstances is affected by the rate at which organizations embrace new technology and use digital advances.

A myriad of internal and external elements interacts intricately to impact effective leadership and organizational decision-making. Leaders may improve their decision-making skills and create environments that propel organizations to success and resilience in the face of ever-changing difficulties if they are competent at identifying and handling these elements. Here we lay the groundwork for a more in-depth examination of each element as it pertains to leadership and organizational decision-making [9].

Review of Literature

An analysis of the literature on organizational leadership and decision-making reveals a detailed and comprehensive comprehension of the intricate relationship between internal and external elements that impact these crucial processes. A common thread running through the research is the importance of internal elements like company culture. Leadership styles and decision-making processes are defined, according to [24], by cultural factors. In order to accomplish their goals, leaders frequently modify their leadership styles to fit in with or even change the culture of their organizations [26] [42]. Organizational performance, employee engagement, and motivation can all be affected by this alignment.

The literature also gives structural aspects of organizations a lot of attention. The impact of organizational structures on decision-making processes is emphasized in [14] research. Decentralized arrangements allow teams and individuals greater autonomy in decision-making, in contrast to hierarchical organizations that tend to concentrate decision-making power [30]. If leaders want to maximize the efficacy of their decision-making, they must understand the consequences of various frameworks.

The decision-making process is a crucial topic when discussing leadership styles and competencies. It was Bass (1985) [67] who first proposed the idea of transformational leadership, which places an emphasis on intellectual stimulation, inspiration, and vision while making decisions. According to [50] and [58], decision outcomes and employee engagement can be influenced by different leadership styles, including transactional, democratic, and laissez-faire. On the outside, leadership and decision-making tactics are greatly affected by environmental and market circumstances. Decision contexts are influenced by a variety of

social, political, and economic factors [51]. To successfully take advantage of opportunities and reduce dangers, leaders must masterfully negotiate these external dynamics.

Significant limitations on decision-making are also imposed by regulatory frameworks. Various solutions are accessible to leaders, but they are influenced by legal frameworks, industry standards, and compliance needs [49]. Organizational leaders face a crucial problem when they must adhere to regulatory rules while also preserving strategic agility. According to stakeholder theory, which was put forth by Freeman in 1984, it is crucial to know what people anticipate from decision-making processes and to meet their expectations. Leadership priorities and decisions are impacted by stakeholders, who include communities, employees, investors, and customers. The success of an organization's initiatives depends on the level of trust and support its leaders can garner from its stakeholders [18].

Another external force that is changing leadership and decision-making is technological improvements. New business models are made possible by digital advances, which disrupt established industries and force executives to quickly adjust their strategy [57]. If CEOs want to make their organizations more agile and competitive, they must embrace technology [25]. The literature study concludes that there are many different aspects that go into organizational leadership and decision-making. The leadership landscape is shaped by an interplay of internal and external forces, including culture, structure, and leadership styles [32]. Market conditions, legislation, stakeholder expectations, and technical breakthroughs are examples of external pressures. Effective decision-making and organizational performance are driven by leaders who effectively navigate this challenging terrain [33]. Leadership practice and organizational outcomes can be better understood with additional research into specific interactions. The authors have studied many descriptive and conceptual articles for the literature review [31].

Research Gap

Finding areas that require additional research to improve organizational performance is a key part of identifying a research gap that aims to assist organizations and leadership in meeting the demand for informed decision-making and successful collaboration. The following may constitute a research gap, according to current literature and practical challenges:

There is a lack of study into the ways in which collaborative leadership styles might improve businesses' decision-making processes, even if the literature recognizes the value of collaboration and informed decision-making. Shared decision-making, group problem-solving, and inclusive decision-making are the tenets of collaborative leadership. When it comes to driving informed decision-making through successful cooperation among leaders and teams, however, there is a dearth of empirical research.

Research Questions to address the research gap

RQ1: In what ways may collaborative leadership help organisations promote a culture of well-informed decision-making?

RQ2: How can collaborative leaders effectively foster teamwork and consensus-building? and what are the most important skills and actions that these leaders take?

Hypothesis of the study

H1: Transformational leadership and Leader support for performance directly relates to organisational decision making.

H2: Transformational leadership and Leader support for learning directly relates to organisational decision making.

H3: Leader support for performance and organisational HRD culture directly relates to organisational decision making.

H4: Leader support for learning and organisational HRD culture directly relates to organisational decision making.

H5: Organisational HRD culture and employee job satisfaction directly relates to organisational decision making.

H6: Organisational HRD culture and customer satisfaction directly relates to organisational decision making.

H7: Employee job satisfaction and customer satisfaction directly relates to organisational decision making.

Research Methodology

The study proposes a conceptual framework using Structured Equation Modelling using AMOS software version 23.0 to ascertain the relationship between factors of leadership and decision making in the

organisation. It also validates the relationship and understand the reasons of their association along with Exploratory Factor Analysis (EFA) and Confirmatory Factor analysis (CFA). The model was designed by consulting Human resource employees working in Dubai as leaders in their respective designations. The sample size of the study is 363 Human resource employees and responses retrieve through Structured questionnaire frame on 5-point Likert scale. The existing study considers the below mentioned variables: As shown in Table 1

Table 1
Description of Variables Understudy

S. N.	Statement of the variables	Codes	References
Transformational leadership			
1.	A transformational leader is one who inspires and motivates followers to achieve common objectives by painting a vivid picture of a better future.	TL1	[47]
2.	Charisma is a leadership quality that leaders utilize to motivate their followers and instil in them a sense of optimism and purpose.	TL2	[30]
3.	The ability to think critically and creatively is a hallmark of transformational leaders, who push their followers to test out novel strategies.	TL3	[49]
4.	Leaders demonstrate real concern for their followers' well-being by tailoring their assistance to their specific requirements.	TL4	[22]
5.	Delegation of responsibility and encouragement of individual initiative are two ways in which transformational leaders give their teams more agency.	TL5	[52]
6.	People look up to and trust leaders because they set a good example themselves, acting consistently and with high moral standards.	TL6	[61]
7.	By entrusting their colleagues with responsibility and power, transformational leaders foster a sense of empowerment.	TL7	[20]
8.	Those who follow a transformational leader are more likely to be innovative, creative, and critical thinkers.	TL8	[28]

Contd...

Leader support for performance			
9.	When leaders lay out their vision for the organization and its future, everyone knows what they should be working toward and why it's important.	P1	[5]
10.	In order to get things done, they make sure that everyone on the team has what they need, whether it's money, resources, or moral support.	P2	[13]
11.	As a means of reinforcing desired behaviors, leaders often offer constructive criticism and public praise for outstanding work.	P3	[21]
12.	They put money into coaching and development, which helps people advance in their careers by providing them with direction and chances to learn new things.	P4	[41]
13.	It is the job of leaders to instil a sense of responsibility and ownership in their teams by delegating tasks and making decisions.	P5	[27]
14.	They foster an encouraging and cooperative workplace by mediating disputes and removing roadblocks to productivity.	P6	[15]
15.	Team members are kept abreast of organizational changes, difficulties, and triumphs through leaders' open and honest communication.	P7	[56]
Leader Support for Learning			
16.	Leaders stress the significance of ongoing development and growth by setting explicit learning goals and objectives that are in line with business objectives.	L1	[44]
17.	Leadership initiatives in learning are supported by the allocation of resources including time, money, and access to educational opportunities or training programs.	L2	[60]
18.	Team members are encouraged to seek out new ideas, skills, and points of view by leaders who cultivate an environment of exploration and inquiry.	L3	[54]
19.	In order to help people learn and grow, they provide them advice and comments that can be improved upon.	L4	[55]

Contd...

Organisational HRD Culture			
20.	Investing in training programs, seminars, and educational opportunities for staff at all levels demonstrates the organization's commitment to continual learning and development.	C1	[4]
21.	Employees are encouraged to freely express their thoughts, feelings, and criticisms pertaining to their personal growth because of the organization-wide emphasis on open and honest communication.	C2	[11] [19]
22.	The company encourages its employees to succeed in their careers by providing them with tools for career planning, chances to be promoted, and promotions based on performance and skill development.	C3	[16]
23.	To show their dedication to staff development and to set a good example, organizational leaders push for and take part in HRD programs.	C4	[59]
24.	Allotting sufficient time and money to HRD activities guarantees that workers have access to training and advancement possibilities.	C5	[17]
25.	Employees are encouraged to share expertise, work together under supervision, and learn from one another as part of the company's collaborative learning culture.	C6	[29]
26.	Employees' dedication to learning and development is acknowledged and their accomplishments are celebrated through HRD initiatives, which are acknowledged and compensated.	C7	[17]
Employee Job Satisfaction			
27.	When workers' work is relevant, difficult, and a good fit for interests and abilities, they like coming to work each day.	JS1	[38]
28.	Receiving praise and comments from superiors and coworkers makes workers feel appreciated and valued.	JS2	[13]
29.	Flexible work arrangements, sufficient vacation time, and policies that encourage personal well-being are all ways in which the business fosters work-life balance.	JS3	[65]

Contd...

Customer Satisfaction			
30.	When customer get first-rate assistance that goes above and beyond what they expected, it makes them happy.	CS1	[48]
31.	Customers like fast and effective service, which includes responding quickly, delivering quickly, and resolving difficulties quickly.	CS2	[64]
32.	Establishing and maintaining open lines of contact with customers is essential for gaining their trust and meeting their expectations.	CS3	[43]

The existing study proposes the following conceptual framework



Figure 1
Conceptual Framework of the Study

Result

Analysing Cronbach's Alpha

The proposed conceptual framework of the study has been shown in Figure 1. Factor analysis and Cronbach's alpha calculation were performed on the survey data using the statistical program for the social sciences (SPSS v23.0). Confirmatory Factor Analysis (CFA), together with investigations into the interrelationships/structural linkages between different elements and evaluations of conceptual model assumptions, were carried out using the AMOS Software Package version 23.0. To determine how well the measurement model fit the study's variables, researchers used Cronbach's Alpha reliability test. Six latent variables were found in Table 2 to have Cronbach's alpha values greater than 0.7. This demonstrates that both the data and the variables are internally consistent to a sufficient degree.

Table 2
Estimated value of Cronbach Alpha

Latent Variables	Number of items	Estimated value of Cronbach Alpha
Transformational leadership	8	.794
Leader support for performance	7	.817
Leader support for learning	4	.783
Organizational HRD culture	7	.753
Employee job satisfaction	3	.925
Customer satisfaction	3	.813

Table 3
KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.817
Bartlett's Test of Sphericity	Approx. Chi-Square	2861.512
	Df	362
	Sig.	.000

In table 3, the study found that KMO value was .817. As a result, there seems to be a sampling adequacy among the variables and moreover sample size is also large enough to perform factor analysis.

Table 4
Rotated Component Matrix^a

Rotated Component Matrix ^a						
	Component					
	Transformational leadership	Leader support for performance	Leader support for learning	Organizational HRD culture	Employee job satisfaction	Customer satisfaction

Contd...

TL1	.843					
TL2	.742					
TL3	.876					
TL4	.838					
TL5	.731					
TL6	.817					
TL7	.738					
TL8	.772					
P1		.735				
P2		.814				
P3		.788				
P4		.716				
P5		.752				
P6		.792				
P7		.890				
L1			.749			
L2			.826			
L3			.838			
L4			.847			
C1				.800		
C2				.812		
C3				.802		
C4				.749		
C5				.832		
C6				.744		
C7				.762		
JS1					.818	
JS2					.755	
JS3					.768	
CS1						.823
CS2						.816
CS3						.774

Table 5
Description of Factor Loading, Cronbach Alpha, Composite Reliability and Average Variance Explained

Variables under study	Variable Name	Factor loading	CA	CR	AVE
Transformational leadership			0.794	0.893	0.805
TL1		0.836			
TL2		0.912			
TL3		0.832			

Contd...

TL4		0.927			
TL5		0.873			
TL6		0.823			
TL7		0.926			
TL8		0.916			
Leader support for performance			0.817	0.923	0.903
P1		0.900			
P2		0.789			
P3		0.897			
P4		0.954			
P5		0.918			
P6		0.765			
P7		0.787			
Leader support for learning			0.783	0.956	0.817
PA1		0.712			
PA2		0.955			
PA3		0.876			
PA4		0.746			
Organizational HRD culture			0.753	0.832	0.959
C1		0.727			
C2		0.817			
C3		0.776			
C4		0.815			
C5		0.822			
C6		0.923			
C7		0.827			
Employee job satisfaction			0.925	0.852	0.966
JS1		0.727			
JS2		0.817			
JS3		0.776			
Customer satisfaction			0.813	0.815	0.912
CS1		0.727			
CS2		0.817			
CS3		0.776			

In table 4 and 5, Confirmatory Factor Analysis (CFA) assessed on six latent variables, namely, “Transformational leadership” “Leader support for performance”, “Leader support for learning”, “Organizational HRD culture”, “Employee job satisfaction” and “Customer satisfaction.” The existing study found that the estimation of factor loading was greater than 0.70 (acceptable permissible limit) among all the constructs. Moreover, the composite reliability value is also greater than 0.70. Therefore, internal consistency among the constructs was present. Last, the value of Average Variance Explained was greater than 0.50 which is greater than the acceptable permissible limit. Hence, there is strong association among selected variables under study.

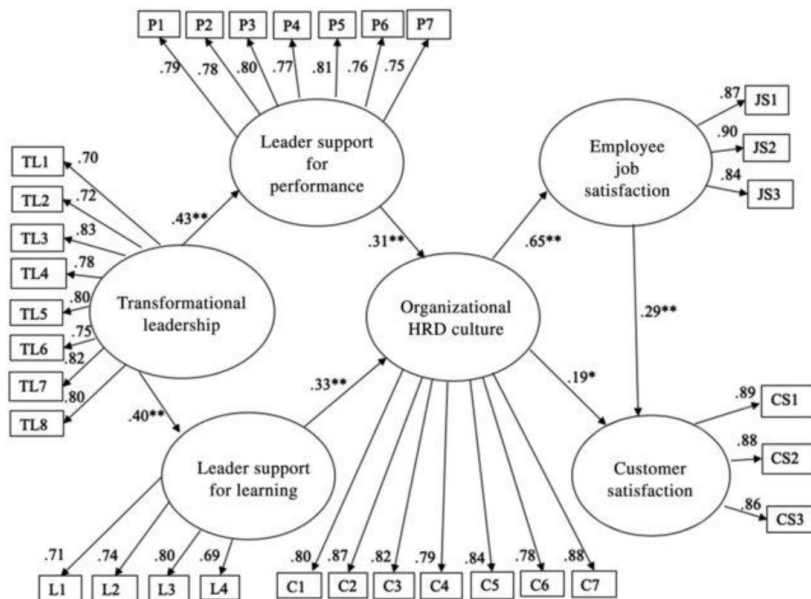


Figure 2
Structured Equation Modelling

The entire structural equation modelling model is accurate and dependable as in all cases the value of constructs is greater than .70 (figure 2). As a result, the null hypothesis is discarded and the alternative hypothesis is accepted. Hypothesis summary is mentioned below:

Table 6
Hypothesis of the study

S. No.	Hypothesis of the study	Standardized estimates	p-values	Is Hypothesis supportive?
H1	Transformational leadership and Leader support for performance directly relates to organisational decision making.	0.712	.89	Supported
H2	Transformational leadership and Leader support for learning directly relates to organisational decision making.	0.665	.61	Supported
H3	Leader support for performance and organisational HRD culture directly relates to organisational decision making.	0.785	.73	Supported
H4	Leader support for learning and organisational HRD culture directly relates to organisational decision making.	0.664	.98	Supported
H5	Organisational HRD culture and employee job satisfaction directly relates to organisational decision making.	0.812	.76	Supported
H6	Organisational HRD culture and customer satisfaction directly relates to organisational decision making.	0.885	.74	Supported
H7	Employee job satisfaction and customer satisfaction directly relates to organisational decision making.	0.762	.78	Supported

Discussion

RQ1: In what ways may collaborative leadership help organisations promote a culture of well-informed decision-making?

An organization's culture of informed decision-making can be greatly enhanced by collaborative leadership. It does this in part by fostering an environment where people with different backgrounds and areas of expertise can work together. Active engagement between leaders and team members across departments, degrees of seniority, and functional areas characterizes a collaborative leadership paradigm [30], [47]. In doing so, they foster an atmosphere where people from all walks of life can share their perspectives. By hearing from a variety of people, we can make sure that choices are comprehensive and take everything into account [12].

Also, when leaders work together, employees are more likely to speak their minds and share ideas. Collaborative leaders are more inclined to promote open communication and share information freely with their teams [16]. The dissemination of crucial facts and insights required for informed decision-making is aided by this transparency. When there is less friction between people in a team, everyone feels more comfortable speaking their minds and making decisions based on the best information available [8].

Building consensus and encouraging participation in decision-making are further hallmarks of collaborative leadership that contribute to informed decision-making. Before making important decisions, leaders in this style encourage team members to talk it over and reach a consensus [7]. To avoid making decisions in a vacuum and to ensure they are founded on shared understanding and consensus, leaders should include stakeholders in the decision-making process. In addition to improving decision-making, this collaborative method fosters individual responsibility and pride in the team's accomplishments [6].

In addition, adaptability and ongoing learning are fostered by collaborative leadership. When things are changing at a breakneck pace, it's common to have to go back and make adjustments to your original decisions in light of new knowledge or changing circumstances. When leaders foster an environment of trust and cooperation among their employees, they make their teams more adaptable to new circumstances. Because of this adaptability, businesses can respond quickly to new possibilities and threats by making educated judgments [23].

RQ2: How can collaborative leaders effectively foster teamwork and consensus-building? and what are the most important skills and actions that these leaders take?

When leaders collaborate together, they help their teams and organizations operate better as a unit and reach more unanimous decisions [1]. One important way they accomplish this is by fostering an atmosphere

of mutual respect and trust among the team. When people trust one another, they are more likely to work together towards similar goals, speak their minds freely, and engage in positive discussion. To make sure that everyone on the team feels appreciated and understood, collaborative leaders put an emphasis on developing relationships and show empathy [2].

Strong leaders who foster collaboration also place a premium on effective communication. They make sure that everyone on the team knows their part and what to expect from the group. In order to avoid conflicts and misunderstandings caused by a lack of clarity, leaders should encourage open and transparent communication channels [53]. In doing so, they foster an environment where all members feel safe expressing themselves and where constructive criticism is valued.

In addition, leaders that work together give their staff more agency by encouraging responsibility and pride in their work. They promote independence in decision-making and assign tasks according to people's strengths. Leaders motivate and engage their teams by giving them responsibility for work and allowing them to weigh in on important decisions. Because of this sense of agency, team members are more invested in the project and work together more effectively, which improves cooperation and consensus-building [37].

The ability to mediate, facilitate, and resolve conflicts are the three most critical acts and talents for collaborative leaders to possess. Meetings and conversations are guided by these leaders, who are experts at making sure everyone's opinions are heard and that an agreement is formed. They have the ability to mediate disputes, find common ground, and encourage compromise while keeping everyone focused on the goals. Relationship management, which includes proactively establishing and cultivating ties across stakeholders and teams, is another area of focus for collaborative leaders [62].

Last but not least, good leaders in teams demonstrate the desired behaviour. They make decisions and act in ways that reflect the principles of cooperation, consensus-building, and collaboration. Leaders gain their teams' trust and admiration by acting in a way that they want their followers to emulate [34]. Collectively, they acknowledge and honour accomplishments, highlighting the significance of working together as a team to accomplish corporate objectives [35].

Conclusion

There is a great deal of complexity and importance in the many aspects that affect organizational leadership and decision-making. Leaders' decision-making and leadership styles are greatly influenced by a variety of internal and external influences.

From the inside looking out, company culture is a major influence on how executives act and what they decide. Leaders' interactions with stakeholders and teams are significantly influenced by the organization's principles, conventions, and practices. Leadership and decision-making that are both strong and empowered by an organization's culture that values creativity and collaboration are more likely to produce desirable results.

Organizational structure, including levels of management and preferred methods of decision-making, also plays a role. Power and communication flows are influenced by the organizational structure, which in turn affects the decision-making and execution processes. The decision-making processes brought about by transformational and transactional leadership styles are distinct from one another and have the potential to foster or inhibit innovation, involvement, and autonomy, respectively.

Leaders face extra challenges from external factors such as regulatory frameworks, stakeholder expectations, and market circumstances. The strategic decisions that leaders face are influenced by factors like as economic trends, industry competitiveness, and technological breakthroughs. Leaders must strike a balance between their legal responsibilities and the organization's objectives in light of the decision-making limits imposed by regulatory regulations and compliance standards.

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