

**LEADERSHIP DECISION MAKING STYLES FOR
INDIAN BUSINESS ECOSYSTEM**

by

Pranjal Kumar Phukan, B.Tech

DISSERTATION

Presented to the Swiss School of Business and Management

Geneva In Partial Fulfillment

Of the

Requirements For

the Degree

DOCTOR OF BUSINESS ADMINISTRATION

SWISS SCHOOL OF BUSINESS AND
MANAGEMENT GENEVA

<MONTH OF GRADUATION, YEAR>

**LEADERSHIP DECISION MAKING STYLES FOR
INDIAN BUSINESS ECOSYSTEM**

by

Pranjal Kumar Phukan

APPROVED BY



Saša Petar, Ph.D., Chair



Luka Leško, Ph.D., mentor, Committee Member



Ibrahim Menkeh, Ph.D., Committee Member

RECEIVED/APPROVED BY:

<Associate Dean's Name, Degree>, Associate Dean

Dedication

This Project is dedicated to my lovely daughter Ms. Pratistha Phukan without her motivation; I could not have completed this project on time.

Acknowledgements

I appreciate immensely my supervisor, Luka Lesko, PhD, DBA for the detailed guidance and corrections in the course of the research.

To everyone who in one way or another supported me in this research work, I sincerely appreciate everyone from the SSBM who have guided me in the course of my research work.

ABSTRACT

LEADERSHIP DECISION MAKING STYLES FOR INDIAN BUSINESS ECOSYSTEM

Pranjal Kumar Phukan

2022

Dissertation Chair: <Chair's Name>

Co-Chair: <If applicable. Co-Chair's Name>

This research aims to look into various aspects of leadership ideologies and how they relate to the efficiency of selected Indian business sector workers. High-performing leaders may build high-performing teamwork by employing the right leadership style. The framework for leadership conduct in the Indian business ecosystem will be suggested with the aid of this research. This study aimed to identify the key variables that affect organizational leadership judgment. This portion of the paper analyses the findings and considers pertinent literature to establish a pattern of significance for this research. The research summarized management ideas in this work by contrasting judgment with leadership style. Earlier research on the judicial process has centered on analyzing the procedure and seeking clarifications on the following: What is the practice in which a substance? Is it moral, logical, sentimental, social, or information? Investigators concentrated on the different aspects that influenced judgment and their impacts, one of which was the requirement for sustainability and the preservation of the biological environment. The contributions to the advancement of science clarify current debates about study themes, including management techniques, choice, society, and pro-ecological tactics. The research added some ideas and illustrations to the earlier literature reviews in which the research suggested a drawing-based approach to the researched topics. The research discussed how managerial style and company culture relate, including leadership and supervisory responsibilities. The research added a judgment process that

included factors, management styles, and their influence on the judgment chain. Additionally, several recommendations are made for additional research focusing on the pro-ecological approach. One might concentrate their study on examining the variables that affect managers' judgment and what variables determine the firm's management style. By putting such knowledge into practice, the company's management may be shaped and the judgment process supported. Scholars may expand their research to include several Association of South East Asian Nations and South Asian Association for Regional Cooperation members. To uncover unknown details about leaders' DMS, a future study may also be conducted on a continuous examination in transitioning industries.

TABLE OF CONTENTS

List of Tables	xi
List of Figures	1
CHAPTER I: INTRODUCTION	2
1.1 Introduction.....	2
1.2 Research Problem	28
1.3 Purpose of Research.....	29
1.4 Significance of the Study	29
1.5 Research Purpose and Questions	29
CHAPTER II: REVIEW OF LITERATURE	32
2.1 Theoretical Framework.....	32
2.2 Decision making skills based article analysis.....	37
2.3 Leadership decision making article analysis.....	42
2.4 Ecosystem based article analysis	47
2.5 Decision making in leadership in the Indian ecosystem.....	52
2.6 Overview.....	60
CHAPTER III: METHODOLOGY	61
3.1 Overview of the Research Problem	62
3.2 Research Purpose and Questions	66
3.3 Research Design.....	66
3.4 Management Style.....	68
3.5 Management Styles as Differentiating Variables of Managerial Decision.....	70
3.6 Scale Design.....	72
3.7 Population and Sample.....	72
3.8 Participant Selection	74
3.9 Instrumentation	75
3.10 Data Collection Procedure.....	77
3.11 Data Analysis	77
3.12 Research Design Limitations.....	82
3.13 Discussions.....	84
3.14 Conclusion.....	86
3.15 Concluding remarks.....	90
3.16 Recommendations.....	92
CHAPTER IV: RESULTS	94
4.1 Results and Discussions.....	94
4.2 Objectives.....	95

4.3 Profile of the Respondents.....	96
4.4 Research questions and their solutions.....	113
4.5 Summary of findings.....	119
4.6 Conclusion.....	124
CHAPTER V: DISCUSSION.....	127
5.1 Discussion of Results.....	127
5.2 Discussion of Research Question.....	127
5.3 Results and Discussion.....	131
5.4 Inferences.....	143
5.5 Limitations, Contributions and Scope for future research.....	145
5.6 Conclusion.....	146
CHAPTER VI: SUMMARY, IMPLICATIONS, AND RECOMMENDATIONS	148
6.1 Summary.....	148
6.2 Implications.....	150
6.3 Recommendations for Future Research	154
6.4 Conclusion	156
REFERENCES	162

LIST OF TABLES

Table 1 Gender distribution of the samples	74
Table 2 Gender distribution of the leadership decision making SPSS samples	96
Table 3 Working experience and education level of the SPSS data samples	97
Table 4 The higher level SPSS survey analysis of the Autocratic leadership	100
Table 5 Lower level SPSS data analysis for the Autocratic Leadership... ..	101
Table 6 The Autocratic leadership behavior analysis in Indian business environment....	103
Table 7 Democratic leadership analysis at the higher level of the organization using SPSS data.....	105
Table 8 Democratic leadership analysis at the lower level of the organization using SPSS data.....	106
Table 9 Democratic leadership analysis and employee commitment of the SPSS data in the Indian business environment.....	107
Table 10 The Transformative leadership analysis of the SPSS data in the Indian business environment for higher level employees.....	109
Table 11 The Transformative leadership analysis of the SPSS data in the Indian business environment for lower level employees.....	110
Table 12 Transformational leadership analysis of the SPSS data in the Indian business environment.....	111
Table 13 Leadership decision making skills and employees commitment analysis using SPSS data in the Indian business environment.....	112
Table 14 The different factor analysis for the leadership decision making in the Indian decision making using SPSS data.....	113
Table 15 Decision analysis of the SPSS data in the Indian business environment.....	115
Table 16 Leadership decision making skills analysis using SPSS data in the Indian business environment.....	116

Table 17 The ethnic breakdown of the participants.....	129
Table 18 Correlation, Mean and SD for various LS and DMS.....	131
Table19 Variation in DMS and LS for various categories.....	133
Table 20 Variability in the LS (objective criteria) brought on by the DMS (predictive variables) using regressive models.....	134

LIST OF FIGURES

Figure 1 Role of leadership.....	10
Figure 2 Leadership style.....	13
Figure 3 Transformational leadership style.....	17
Figure 4 Features of Decision making.....	27
Figure 5 Leadership and business management model in the Indian business ecosystem...69	
Figure 6 Leadership decision making skill flow in the Indian business environment.....71	
Figure 7 Leadership decision making problem solving model in the Indian business environment.....71	
Figure 8 Relationship between leadership and decision making models.....76	
Figure 9 Relationship between different leadership models.....78	
Figure 10 Flexibility and freedom analysis in leadership decision making.....79	
Figure 11 Flexibility and freedom analysis in leadership decision making effectiveness...80	
Figure 12 Internal and external business environment analysis in the Indian business environment.....82	
Figure 13a Age distribution analysis of the SPSS data.....98	
Figure 13b Work experience and education level distribution of the SPSS data.....99	
Figure 14 Leadership styles analysis of the SPSS data in the Indian business environment.....114	
Figure 15 Decision making styles analysis of the SPSS data in the Indian business environment.....116	
Figure 16 Leadership decision making analysis of the SPSS data in the Indian business environment.....118	
Figure 17 Regression based model of leadership and decision making.....136	

CHAPTER I: INTRODUCTION

1.1 Introduction

The business world of today is a dynamic and complicated one. The high levels of uncertainty make decision-making more challenging. For followers to make excellent judgments in an uncertain world, they must follow their leaders. Leaders are under pressure to decide swiftly, and choosing the wrong action can lead to expensive mistakes. Amid these difficulties, many leaders are unsure of how to make decisions that would enhance organizational performance. However, earlier methods are no longer suitable for today's complex challenges. As a result, leadership decision-making procedures must be held to a high level, given the complexity of the environment.

Individuals are required to take decisions on a regular basis. Consequently, decision-making covers a variety of procedures, a number of which have been the focus of in-depth research. Setting long-term objectives for their businesses is one of a leader's most important responsibilities. Several decision-making processes that are dependent on both individual components and the setting of the business have been identified through studies on decision-making. "A response to a query, a choice among two or more possibilities" is how the term decision has been described. Calculating the possibilities, comprehending these possible results, selecting a result, and first performing the proper action are all steps in the procedure of the decision-making process.

The concept of leadership is complex and has many diverse definitions. The interaction between individuals who want to guide and those who decide to follow is defined as leadership. Leadership refers to the ability to move beyond the society and initiate more adaptable developmental transformation. Proper understanding of what individuals are doing collectively in order to gain understanding and commitment from others is the practice of governance. Leadership is the capacity to create and convey a mission to a team of people who will carry it out (Pauceanu et al, 2021).

1.11 Leadership

Leaders must be produced, not born. A successful leader must have the following qualities: knowledge, understanding, perseverance, dedication, experience, and the capacity for negotiation and teamwork. A good leader may be created via education, independent study, and the right kind of training. Good leadership may also result from experience.

Leadership has a vital function to play in the organizational process. In addition to controlling various organizational levers, leaders often act as strong role models for their followers. In the social sciences and behavioral management, leadership is the topic that has been studied the most. Leadership is influencing others to achieve group or organizational goals (Pauceanu et al, 2021).

Since leadership is a complex phenomenon, many different aspects and elements must be considered while characterizing it. It has been found that leadership is a collection of distinctive traits or characteristics that individuals possess and employ to inspire followers to achieve goals. For every corporation to perform well, the development of leadership skills at the organization's highest levels is needed. Because modern leadership is more like a collaborative effort, the "leader as hero" concept is no longer applicable.

1.12 Importance of Leadership

According to Towers Perrin's study, leadership is the most significant factor in employee engagement. Employees turn to leaders for direction on how to react and behave, motivation, and concentration during transformation and disturbance. By fostering a feeling of belonging and purpose among employees of both firms, leaders may significantly influence how both organizations respond to mergers and acquisitions, according to experience. Successful transformation depends on the perception of leaders within their workforce. Employees want to feel cared for by their employers. According to Arian, employees are more receptive and willing to undergo necessary changes when they are convinced that their leaders genuinely care about them. They provide workers with the dedication, involvement, comfort, and confidence they need to work through challenging changes. Employees can concentrate and stay highly engaged throughout acquisition and post-merger integration when their leaders instill a feeling of cohesion, solidarity, and trust via their words and deeds.

Since acquisition impacts and touches many areas of the whole operation, leadership is essential in the context of a business. People should study a company's demands, goals, purchases, and usage methods to fully understand it. On the other side, inadequate purchasing performance contributes to subpar overall performance. Spending money on a subpar procurement procedure and option decreases a business's effectiveness. It is therefore challenging to gauge the value of acquisition and leadership (Bush, 2020). Leadership is a unique interpersonal contact that establishes ideals, mentors, inspires, and creates analogous models or typologies.

1.13 Leadership and Management

Even though the terms management and leadership are frequently used synonymously, interpersonal skills are highly valued in leadership. It typically has to do with the leader and the followers' preparedness. However, a hierarchical structure in an organization is not the only place where leadership may be found. Many people assume leadership roles without having their role set or defined. A leader can often sway people's attitudes and boost acceptance of the change. As a result, leadership might be viewed as primarily an inspiring action (Cotterill, 2017).

Management is more formal and scientific than leadership. Common skills like organizing and planning are relevant. In some instances, management is an explicit set of tools and procedures based on testing and reasoning. Leadership, as opposed to administration, requires expressing a vision for what the company may become. Effective leadership entails employing all possible persuasion techniques to keep the core constituents of an extensive network of people motivated and to elicit cooperation and collaboration from them.

1.13.1 Functions of Leadership

Effective leadership performs the following duties:

- The head of the group coordinates activities and the application of policies.
- The leader will decide the team's policies and objectives.
- The leader selects the best course of action and preparation for the group to achieve its short- and long-term goals.
- The leader increases the knowledge and abilities of the employees.

- The group's spokesperson should be the leader, who also functions as a liaison between employers and management.
- The leader should serve as an arbitrator and mediator to settle interpersonal conflicts.
- Leaders ought to model for potential employers.
- The leader strengthens the group's cohesion.
- The team leader should be the focal point for the members' positive emotional feelings and the object of identification and transference.
- Leaders should access their team members with their perspectives, values, and standards of behavior.
- The group's aggression and anger should be directed toward the leader, who should also take responsibility if things go wrong.

1.13.2 Qualities of a Leader

The main characteristics of a leader are as follows:

- a. **Personality:** Individuals with endearing characters tend to attract others. A leader must be personable and authoritative to inspire people to put in long hours like themselves.
- b. **Understanding:** When a subordinate needs counsel, he turns to his superior. Consequently, a good leader must be aware and talented at influencing followers.
- c. **Integrity:** A leader must have the utmost integrity. He should be impartial and base his judgments on logic and the available data. He should be unbiased and fair.
- d. **Initiative:** A capable leader seizes opportunities rather than waiting for them to present themselves and then puts them to use for the company's sake.
- e. **Communication:** A leader must effectively convey his views and programs to the populace. Along with speaking well, he must also have outstanding attention, counseling, and persuasive skills. An effective leader must be able to inspire others by recognizing their needs and addressing them.
- f. **Self-confidence and Willpower:** Without great self-confidence and steadfast willpower, a leader would lose his followers' respect even in the most trying situations.
- g. **Social skills:** A leader must have empathy for others. He must be a humanist who

helps people find their solutions to problems. Additionally, he needs to feel accountable and responsible. Demanding, keeping you to a professional level, obstinate, and desperate to be respected are all toughness characteristics. Being impartial, praising or criticizing a performance without "favorites," and considering everyone alike but differently are all examples of being fair, being kind to others, having a warm heart, and enjoying what you're doing.

- h. Command: A swift choice must be made to retain composure in tense situations. A strong leader should be able to organize knowledge and resources to produce great results methodically.

1.13.3 Significance of Leadership

A leader manages a team, an organization, or a nation. Any venture must choose a skilled leader to succeed. For hierarchical greatness to be achieved, leadership is crucial. Like a ship without a captain, a group without a leader is ineffective. A leader has a vision and must speak to the group about that objective while letting their comments be heard without holding back. Every employee can contribute, but the leader chooses the best and projects a positive image that inspires them. Consequently, a successful business with supported efforts can deliver spectacular outcomes (Liu & Werblow, 2019; Imhangbe, Okecha & Obozuwa, 2019). Functioning together on a specific job with a skilled leader and other group members to fulfill it will result in a successful business.

Bass's complete range leadership theory has attracted a lot of criticism, which should be kept in mind while applying it for study or education, despite being widely accepted as a significant addition for its strong argument. First, there is still considerable conceptual uncertainty about the interactions between the many varieties of leadership. What will transpire, for instance, if transformational aspects are strongly reflected but transactional components are essentially absent? The ubiquitous recommendation for idealized influence or intellectual stimulation is particularly egregious in this regard. Second, there is a predisposition towards executive and legendary ideals of leadership. In Bass's paradigm, the disciple or scattered parts of leadership are not clearly defined.

Third, the model does not take into account all of the roles that are often attributed with

leadership. The absence of focus on jobs like figurehead, liaison, speaker, businessman, and mediator is the most obvious example of this, according to (Jakubik, 2020). Although engaging with and fostering the growth of followers may be a crucial function for leaders, not everyone views leadership in this way. Fourth, Bass' approach poorly defines situational factors, similar to other theories that place an emphasis on transformational aspects. Even though theory's generic method, which "averages" desirable actions, performs satisfactorily at the global level, Bass's theory falls short of offering comprehensive explanations of particular settings for theory or recommendations for instruction. Fifthly, not every research supports Bass' factor analysis. Although the majority of academics concur that the transactional and transformational parts are clearly distinct from one another, not all researchers concur on the conceptual clarity of the particular revolutionary factors. Last but not least, there is a predisposition in favor of including as much as feasible in the transformational side of the equation, most notably individualized consideration, which has long been a cornerstone of transitional conceptions.

1.13.4 Role model for leadership

Each leader has to possess a few traits to motivate their people. The most crucial component is the degree of a person's enthusiasm and excitement for the activity. The workload grows when the leader lacks confidence. He should possess the skills necessary to transmit this zeal to the team members so that everyone knows the motivation behind his efforts (Voegtlin et al., 2020).

a. Encourage morale

The boss must increase employees' confidence so they can work more diligently. The creation of a stable atmosphere can boost representative efficacy. Leaders must inspire their subordinates with enthusiasm to start valuing them and return to work with fresh zeal.

b. Vision

A leader needs to be aware of the objective. He should urge the group to learn more and reflect on how the goal has been met through his remarks. The degree to which the leader aligns with his vision significantly affects the outcome. A realistic vision motivates the entire team to work toward successful objectives.

c. Positivity

A sharp mind may view an issue from a more favorable perspective. There are good and bad times in every business. A natural leader cultivates an ongoing source of positive energy for his team and keeps him optimistic.

d. Communicating and listening

The success of an organization is increased when a leader heeds the suggestions and requests of the representatives.

e. Maintaining the vision

Prioritizing the adage, "all fingers are not equal," and applying it to the team members carrying out the assignment. The leader ensures that each initiative is in the appropriate place.

f. Patience

An intelligent leader must understand. It is frequently remarked that persistence leads to the creation of extraordinary things. To see a glorious successful day, each working on a mission with the leader must be patient and willing to endure all challenges. Give the team room to grow and learn. A competent leader constantly ensures that everyone adapts more to do a better job and has the opportunity to learn enough.

g. The vision put into action

Fulfilling the vision is associated with completing a task. The team must actively participate in the planned activities in addition to the leader communicating the vision to them. A guy develops plans through his time on earth but can never see them through. Consequently, an action-oriented individual is far superior to a man of words. The key to a leader's success is in how they act.

h. The delegation of responsibilities

A skilled manager divides the work among the team members. His employees are very well known to him, and he knows what each can perform more effectively than the others. He conveys the responsibilities similarly to get the best outcomes.

i. Employee happiness

The duty of making his people happy is exceptionally challenging for a boss. The only regulation that gives employees satisfaction is the give-and-take rule. Workers routinely demand compensation for their work. They should get what they want since the mission needs the data to be successful.

j. Organizational and employee coordination

The leader acts as a go-between between the team and the business. Additionally, he is in charge of conveying the messages and demands of both groups, upholding goodwill, and sustaining their satisfaction and confidence.

k. Delegates' responsibility

The representative is the one who has been approved to address the crowd. As a result, making decisions is the leader's responsibility. An intelligent individual is aware of the appropriate course of action. A leader's reputation might be damaged by under or over-assigning; thus, the chosen appointment is acceptable.

1.13.5 Leadership Roles

The role of leadership has been depicted in Figure 1 and can be categorized as follows:

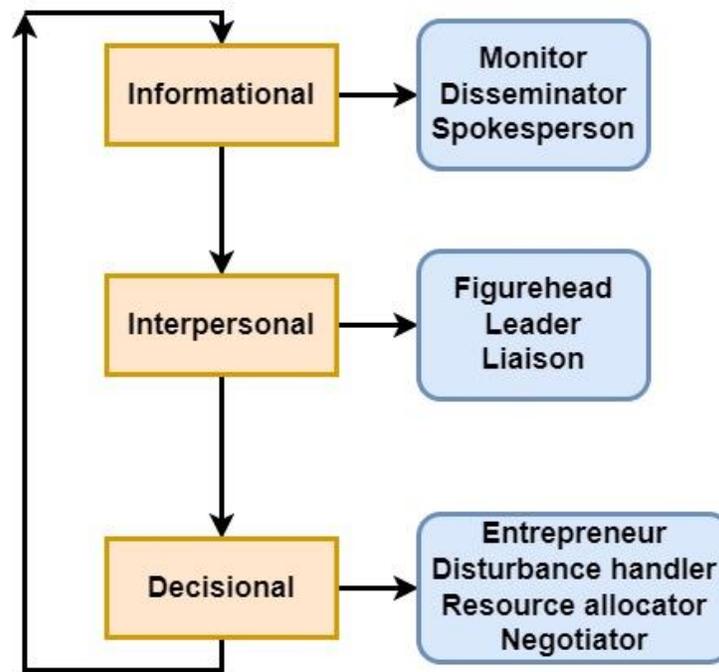


Figure 1: Role of Leadership

i) Informational

According to Mintzberg (Jakubik, 2020), a leader's three interpersonal responsibilities are to monitor, disseminate information, and serve as a spokesperson. As a result of fulfilling these duties, the manager is in a strategic position to acquire and distribute information.

ii) Interpersonal

The manager has three interpersonal duties: Figurehead, Leader, and Liaison. The manager is frequently required to act as a spokesperson at first, cooking dinners for guests and participating in events like ribbon cuttings. Typically, these activities are more theatrical and decorative than functional.

iii) Decisional

Under this heading, Mintzberg identifies four decision-making roles: negotiator, resource allocator, disturbance handler, and entrepreneur. They are all most concerned with making choices. The manager's first responsibility is to take the initiative to make changes as an entrepreneur would. In his second position, addressing disruptions, other people or

organizations start the process rather than him. As part of his responsibilities as a disruption handler, the manager deals with issues which includes energy shortages, copyright violations, and strikes. The manager decides how to distribute resources and who should collaborate effectively with the task in their third decision-making role as a resource allocator. The negotiator is the fourth person. In this capacity, the manager negotiates contracts with organizations or third parties on the company's behalf.

1.13.6 Power and Influence of Leadership

The degree of a leader's power over the others in their organization determines the reach of that power. It is easier to grasp how various people could affect other people's behavior when one realizes that using power is a social activity. Leadership is one of the most significant factors influencing organizational success and goal fulfillment. As a result, it is crucial in management. The ability to lead effectively is one of the keys to managing success. Managers cannot effectively direct people unless they are influential leaders. When contrasting how managers employ authority, power, and influence in different organizations, it is clear that good leadership is a precondition (Sinha, Chiu & Srinivas, 2021).

1.13.7 Effective Leadership

Several factors, such as the leader's personality, past experiences, expectations, and subordinates' performance, affect a leader's effectiveness. The task requirements, organizational culture, and rules, as well as human traits, aspirations, and conduct, all have an impact on the leader and the efficacy of their leadership. Leaders and followers should work together to inspire each other to benefit both parties.

1.13.7.1 Leader's personality and past experiences

The leadership style of a person depends on their character and prior experiences. It's crucial to remember that leaders will probably struggle to adopt a technique if it fundamentally contradicts who they are. Another aspect of leadership is the leader's ideals. A self-fulfilling prediction is when something happens because we anticipate it to occur for several different reasons.

1.13.8 Leadership Styles

Individuals in a group with authority over others are known as leaders. Leaders in today's corporate climate must comprehend the intricacies of the continuously evolving global economy. If the job is well-planned and the relationship between the employees and the supervisor is good, employee effectiveness will increase. Successful leaders who can comprehend the intricacies of today's rapidly shifting global environment are crucial in today's enterprises. If the job is well-planned and the relationship between the employees and the supervisor is good, employee effectiveness will increase. Every organization's success is primarily attributed to the performance of its employees, which is a crucial factor in leadership style. It wasn't always the case, but today's dynamic economic, technical, and social environment makes leadership an essential management skill. Leadership impacts management, as opposed to managers and leaders, focused on accumulating resources, coordinating all strategic planning, and controlling task operations (Ibrahim & Daniel, 2019).

LDM refers to how a leader or management structures and manages their organization. No matter how big or small, these choices significantly influence the company. Before making a choice, leaders must assess the circumstance. One technique to get to know your workplace is to comprehend the attitude of your organizational boss. A leader's interactional style with their team of employees comprises various personality qualities, abilities, and actions. Three main behavioral approach styles - autocratic, participatory, and delegation can affect decision-making in every business.

The skill of leading a team of people is referred to as "leadership." Examples of leadership include setting a clear goal, sharing that goal with others, organizing and managing the conflicting interests of all individuals, etc. A business's executives might use various leadership philosophies to inspire and boost staff performance. To successfully and effectively accomplish its objectives, an organization might employ a range of leadership styles, including authoritarian, participative, transformational, laissez-faire, and others. Leadership style is a reflection of one's actions and demeanor. Leadership philosophies can be participatory, charismatic, or dictatorial (Gandolfi & Stone, 2018). Therefore, the main categories of prevalent leadership styles are shown in Figure 2.

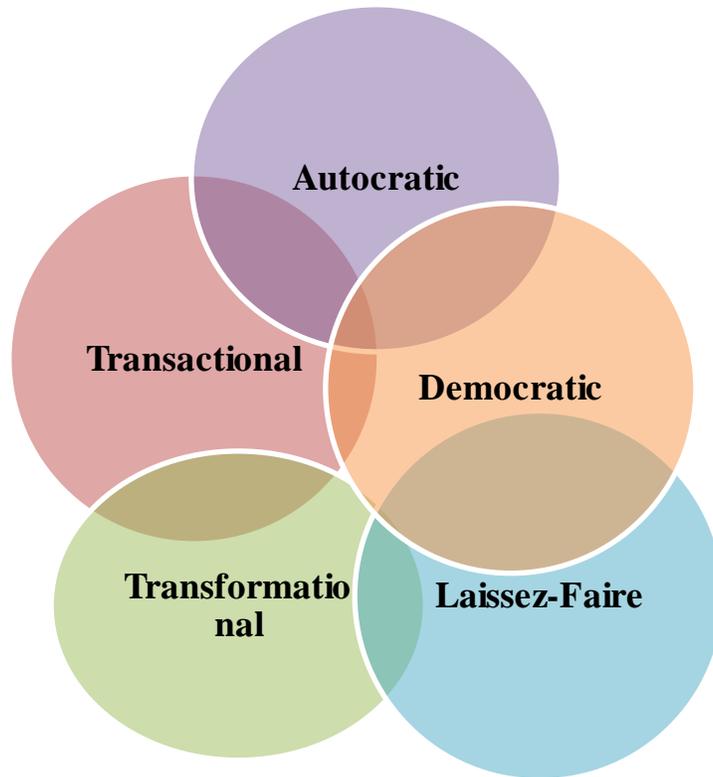


Figure 2: Leadership Style (Source: <https://pdstrategies.net/index.php/easyblog/blogger/grant>)

1.13.8.1 Autocratic Leadership style

This personality type is seen as having a keen awareness of their authority as a leader and having little faith in their followers. This style is conventional and autocratic. These leaders instructed their followers to carry out their duties. The leaders' only decisions that deserved to make were under this leadership style. The autocratic boss believes that rewarding workers with bonuses for completed work is a fair bargain and that this is the only way to keep them motivated. They think a reward is the sole thing that can motivate them and that a wage increase for work accomplished is a fair reward for an employee. This kind is identified by the ability to make judgments independently of team members and the absence of their feedback. This leader is recognized for making their own decisions and demanding rigorous adherence to standards, placing dedication and loyalty above all else (Hogg, 2021). Here, decision-making is concentrated, and the subordinates' performance is exclusively the leaders'

responsibility. The endorsement and disapproval of followers are very significant. These leaders frequently dismiss the advice of their followers in favor of making decisions based solely on their perceptions and beliefs. Autocratic leadership requires complete, autocratic authority over a group. The authoritarian decision-making approach, sometimes called authoritative decision-making, is linked to a leader having full command and control over decision-making in the business. In this situation, the boss makes choices without consulting or soliciting suggestions from his subordinates. This approach works when judgments must be made quickly or in a crisis. When the team is at risk of failing to complete a task promptly or in an emergency, one could employ this method of leadership.

1.13.8.2 Democratic Leadership style

The democratic or participatory approach includes more members of the group. This type of leadership enables, inspires, encourages, and pushes team members to voice their thoughts and participate in the organization's decision-making procedure. According to studies, an employee's performance and happiness may be impacted by how they perceive their work environment. When workers participate in decision-making, they become conscious of the fundamental idea, which increases incentive and effort. To enable individuals to make choices that affect the business, a participative leader must possess a revolutionary, inventive, and adventurous attitude.

Participatory leadership is used where group members participate more actively in decision-making under this leadership style. Subjects in this style include success and people. It promotes employee participation in the process of decision-making within the business. The team's leader supports them in concluding by giving them advice. The team feels accountable when compliments and disagreements are expressed intelligently. Before allowing subordinates to begin working, the boss meets with them. The boss encourages followers to carry out their ideas. The leader advises their followers on how to carry out their jobs.

The concept is that group members can discuss ideas and points of view while the leader has the final say in all decisions. Consequently, group members were more committed to the process, and creativity was recognized. It has more positive effects. In this situation, employees are encouraged to communicate their expertise, which results in more inventive and innovative solutions. Employee engagement is committed initiatives is higher. They are

more likely to worry about the result. Democratic leadership is thought to boost team output. Democratic leadership thrives in environments where knowledgeable individuals are eager to impart knowledge. Additionally, individuals must have enough time to formulate a plan of action before selecting it.

The following are the advantages of democratic management:

- Enhanced involvement of employees
- Increasing work satisfaction
- Enhanced efficiency
- Promotes better interactions among coworkers.
- Workers appear to be more invested in their jobs.
- Workers are given more value
- Employees have the freedom to suggest original solutions.
- Collaboration yields better results
- Promotes management and employee trust

1.13.8.3 Laissez Faire leadership style

The French verb *faire*, meaning "to let go," may signify a "hands-off attitude." The personnel can accomplish tasks and projects however they see fit without being constrained by rules. According to Puni *et al.* (2014), it avoids managing the workforce and relies only on the few available employees dedicated to their work. This leadership style is inappropriate for the financial and nonprofit sectors because the leader and followers are expected to participate in decision-making and hold the organization accountable for its performance.

The *laissez-faire*, also known as the delegative style, enables the leader to assign the duty of making decisions to a person or group. According to certain academics and business instructors, the *laissez-faire* leadership approach typically has a bad reputation. This leadership style will succeed if an enthusiastic, competent, and skilled group of workers accompanies the manager. This type of leadership portrays a passive leader who dislikes motivating staff members or providing direction. *Laissez-Faire* leaders relinquish their

governance, allowing workers a wide range of outcomes that could increase their authority and influence.

Additionally, research shows that these leaders avert goal-setting, chances for success, failure to collaborate objectives of the organization, and responsibility. As a result, they screw up their staff members because they provide no positive or negative orientation and do not intrude at any period. Based on these three leadership philosophies, business owners, executives, and managers need training and education to change their decision-making processes to suit shifting market conditions.

- Characteristics of Laissez Faire Leadership:

The following are traits of Laissez-faire leadership:

- a. The team members now have more authority.
- b. The leader must provide resources.
- c. The team members make the decisions.

- Advantages of laissez faire leadership are:

- a. Self-determination in Decision-Making
- b. Encourages innovation and creativity
- c. Makes decisions more quickly

1.13.8.4 Transactional Leadership style

The abbreviation "TSL" stands for Transactional Leadership Style. Three parts make up TSLS, namely:

1. Constrained Reward (CR)
2. Active Exception Management
3. Administration Exception

This kind of power sustains or improves the prevailing state of affairs. The commerce system, which compensates followers for clearly and promptly carrying out the pioneer's directions, is likewise under the control of the administration. Value-oriented administration may appear

overly basic due to its emphasis on commerce. Initiative abilities are crucial and include being transparent, concentrating on desires, and giving suggestions. A few instances of value-based management practices include explaining what is anticipated of devotees' presentations, outlining how to meet such wants, and establishing rewards contingent upon gathering objectives.

1.13.8.5 Transformational leadership style

According to the Transformational (TFM) leadership style, leaders should encourage their followers to make positive changes concerning essential issues and help them change their perspectives to see their opportunities and challenges from new angles. Managers motivate their team to achieve by setting higher standards for moral behavior.

Figure 3 shows the four elements that are suggested for this leadership style.



Figure 3: Transformational leadership style

In opposition to other leadership theories, transformational leadership emphasizes starting change in organizations, associations, oneself, and other people. Transformational leaders inspire their people to go further than they had anticipated and frequently much further than they had previously believed was possible. They always strive for better testing and usually succeed in doing so. Generally speaking, transformational efforts will have more loyal and

satisfied supporters. Because empowered adherents of transformative leaders, this is typically the case.

1.13.9 Team Management

One aspect of group leadership is the creation of a distinct perspective for the group's development, particularly where it is going and on what it will rely. The picture shifts and gives off a strong sense of direction. Team leadership involves engaging each person's brain and heart in various ways. It also thinks cooperative activities may not necessarily include trusting in favorable relationships. The primary test for this power will be whether it succeeds. According to Harvard Business Review, the collaborative initiative may fail due to inadequate authority attributes.

1.13.9.1 Cross-Cultural Leadership

Developing fundamental human (sentimental, sociological, and cultural), business, and artistic abilities is necessary to lead successfully in a cross-cultural setting. The cornerstone of Cross-cultural Leadership Intelligence is trust (XLQ). Trust is a concept, communication, and behavior consistency that encourages or calms people's anxieties. The absence or transcendence of fear is the essence of trust. Fear is a complex emotion with many different manifestations, including, but not limited to, death, punishment, loss of food, loss of face, loss of respect, and loss of power. Additionally, it is particular to a person at a certain period. Many of the characteristics of XLQ call for knowledge of various cultures, and Gannon's work on cultural analogies may be helpful in this area. Cultural metaphors take knowledge of history, legislation, artwork, theology, geography, philosophies, morality, language, conventions, and rituals to fully grasp someone else's point of view.

1.13.9.2 Strategic Leadership Style

This style can support many people who need to build an exceptional life, group, or connection in all aspects. The leader bridges the gap between the need for fresh probability and the demand for rational thinking by offering a normative arrangement of propensities. A significant funding administration provides the goods in keeping with what a business typically anticipates from its endeavor in the middle of development.

1.13.9.3 Facilitative Leadership

Facilitative leadership is unduly reliant on estimations and results, although it takes a lot of expertise to master. The feasibility of a gathering's strategy directly affects how well it works. The facilitator adopts a more laid-back attitude to the procedure if the team is more experienced. If the group isn't functioning well, on the other hand, the facilitative leader will issue more instructions to assist the group in following its processes. Effective facilitation includes examining the meeting's constituent parts, suggesting meeting procedures, and providing mediation to keep the discussion on track.

1.13.9.4 Visionary Leadership

Leaders who adhere to this philosophy think they alone are the source of all techniques, deeds, and practices of power. Most exceptional and prosperous leaders have components of vision. On the other hand, those with powerful vision are seen as possessing visionary leadership. Outstanding leaders will always make their goals a reality.

1.13.10 Organizational performance with Leadership Styles

The effectiveness of a firm's leadership has a significant impact on both employee happiness and corporate success. Effective leadership will inspire and assist their team members in achieving achievement. Leaders must use successful leadership philosophies to foster high levels of accomplishment and professional growth among company workers. Organizational effectiveness and leadership styles are indistinguishable. Growth management and long-term competitive advantage are examples of successful leadership (Al Khajeh, 2018). If the performance of employees is tied to anticipated rewards and employees are given the necessary resources to finish their tasks, the firm may be better equipped to achieve its current goals. Employee productivity meets anticipated bonuses and guarantees that staff members have the resources to complete the project. Without authority, there is a greater chance of errors and a reduced likelihood of success. Leadership, active in promoting businesses, boosts personal drive to reach goals.

1.13.11 Leadership Decision Making (LDM) in businesses and enterprises

The word "choice" comes from the Latin verb "decidere," which means "to cut."

Consequently, the choice means eliminating the possibilities he mentions and the alternatives he does not. The option is comparable to a group of appealing choices. Business leadership necessitates the ability to make decisions and solve problems. The decision-maker should take the well-being of others and optimism into account. Some choices are simple and relevant for other people. Some options are more challenging and affect a population. Consequently, the ability to swiftly discern between successful and ineffective managers may be done (Oberer & Erkollar, 2018; Albejaidi, Kundi & Mughal, 2020).

Being a successful leader requires the use of LDM, which is a powerful component in the company. Because employing a central database method is more socially conscious and fair when it comes to providing precise details about a specific issue, the capacity of any leader to do investigation with the sole intention of making decisions is crucial. Any executive manager will always be able to find similarities, that have been accomplished, and what needs to be examined with reference to a certain issue with the aid of a solid data analysis. Competent managers and leaders frequently create a supportive environment to boost their employees' productivity. To be clear, Information-based decision making (IBDM) entails using statistical or subjective sources of information to guide choices, whereas LDM requires making decisions from a variety of options.

Making these decisions derived from the analysis, implementation, introspection, and modification is known as IBDM. Making decisions involves confronting a specific issue, concern, notion, background, substance, comment, confront, or scenario in your establishment that calls for you to determine what to do or not do, with respect to the individuals you should entail in the decision-making process or avert, the situation's existence, the urgency of the judgment process, and the significance of the issue at hand. It is the practice of selecting a course of action from a variety of possibilities based on the data gathered to assist a leader navigates a situation or challenge. In order to determine requirements and issues that should be handled in planning process, implementation, and alteration, DBDM incorporates a gap analysis, which is "a systematic method of gathering and interpreting data." An efficient and sensible method for making decisions is one that is focused on objectives and plans. In this model, the person is urged to concentrate on goals rather than on enjoyment or utility.

In order to make informed decisions about leadership, it is helpful for decision-makers to conduct research. This study can include past records of incidents, electronically stored files, and current articles on the topic, group discussions, and conversations, which are the most effective method of gathering data. Before reaching a final choice on the circumstance, a leader might use this procedure to analyze his knowledge, examine his alternatives, and reconcile them. In an organizational environment, DBDM is the method of gaining accessibility, reviewing, and utilizing the information that is available for a specific condition in order to enhance that condition. It starts with developing reliable tests and metrics to solve a particular issue. As a result, the experiments and measurements must be valid and able to be independently verified.

Businesses have a diverse range of perspectives about the environment and how they interact with it. These discrepancies may affect decision-making processes, which in turn may affect how small and medium-sized businesses (SME) fare financially. Every SME wants to avoid suffering losses. As a result, financial success is the primary metric used to assess corporate performance. Entrepreneurs' choices are crucial for achieving long-term, significant, or at the very least, sustaining financial performance (Akintimehin *et al.*, 2019). As a result, decision-making has a big influence on how well SMEs succeed financially. Because businesses are a single unit of the entire entrepreneurial ecosystem and no components can stay alive on their own without communicating, connecting, and transferring resources with the other enterprises, businessmen must depend on external environmental parameters, or, in other words, entrepreneurial ecosystem aspects, to make informed choices (Cantner *et al.*, 2021). Furthermore, the surroundings may influence an entrepreneur's decision-making style in a favorable or unfavorable way. When people view their surroundings as hostile and stable, (Cantner *et al.*, 2021)'s authors discovered, they make more erratic decisions, which can affect the path the business takes. Consequently, the results of entrepreneurial decision-making may rely on the type of external impact on the environment (entrepreneurial ecosystem factors).

The business ecosystem's function has been to guarantee high entrance and survival rates for SMEs with excellent potential. The existence and expansion of SMEs are prioritized above entry rates in supportive entrepreneurial environments. The existence of committed and specialized ecosystem players who work closely together to develop the region's businesses

determines an ecosystem's excellence. By taking into account location-specific characteristics including local innovative culture, organizational assistance for education, and business/social connections, different success formulae should be investigated. Consequently, it is essential to comprehend how more effective businessmen make decisions in their areas and how the components of the entrepreneurial environment influence the economic performance of SMEs. In this research, it has been investigated the mediating roles of provincial entrepreneurship development, education institutional framework, and social and business infrastructures on the correlation between entrepreneurs' decision-making styles and SMEs' economic condition due to the paucity of investigation and lack of granular substantiation on external variables that affect the partnership of entrepreneurial decision-making formats and SMEs' economic condition.

The following eight domains—regional entrepreneurship ethos, employee skill, funds, business/social connections, educational institutions/universities, support programs, and infrastructure—collectively represent the most prevalent elements of the entrepreneurial ecosystem and the external environmental influences that have been examined by previous research. These areas do not compete with one another. Neither are they complete. The categories may overlap, making them interconnected and significantly affecting one another. The influence of three ecosystem components—regional entrepreneurship ethos, business and interpersonal relationships, and support mechanisms for higher education—on the link between entrepreneurs' decision-making practices and the economic performance of SMEs was instead evaluated in this study. With regard to empirical data and theoretical underpinnings, research on entrepreneurial ecosystems has also lagged. As stated in (Coad & Srhoj, 2021), this results in a situation where policy directs ideology rather than the other way around. One of the key causes is that prior studies did not give a theory of entrepreneurial ecosystems that emphasizes the interconnectivity of its aspects and instead focused on separating the elements of entrepreneurial ecosystems without considering how they link to one another.

Local entrepreneurship is a confluence of the traits, beliefs, attitudes, and actions of entrepreneurs in a certain region that has developed over time. The authors define an area's entrepreneurship culture as "a community that improves the manifestation of the traits,

attitudes, beliefs, and behaviors associated with businesses" (Mason & Brown, 2013). Culture significantly influences how an ecosystem develops in a given area. The culture of a place shapes the entrepreneurs and firms that contribute to local economic production. Social and business links are far more than just a component of social capital; they are a way for businesses to connect with other social value traits and environmental elements.

Making decisions has transformed into one of the most vibrant, continuing, difficult, and proactive fields of leadership examinations in corporate managerial and leadership operations. The duties of top management are vital, difficult, unique, nuanced, and complicated. Too frequently, people conflate management with issues such as personal preferences and an authority position. Leadership must be comprehensive, continuing, deliberate, systematic, constructive, uplifting, persuasive, and goal-directed. It is not just about the person's or teams official position, authority, influence, behavior, personality attribute, a set of primary targets, and charm. Goal achievement, purpose and vision fulfillment, teamwork, performance, and financial gain must be at its core.

The purpose of this research has been to comprehend better how business directors, managers, administrators, and workers should make decisions on the practices and efficiency of their companies to achieve their objectives and succeed. Every organization is a multifaceted and evolving hierarchical network, and managers must know this. Each day, those in executive positions must make difficult decisions. Making decisions as a leader is a valuable trait and skill for most commercial activities. Every firm's ability to survive depends on how its managers make choices that impact every company member. These choices substantially influence the business as a whole and its long-term success (Adler, 2000) and result in a considerable investment of resources. The Leadership Decision-Making Process (LDMP) is fundamental to all enterprises in the modern world. According to authors in (Ejimabo, 2015), "applying critical thinking skills to maximize a conclusion" is what leadership decision-making in organizations entails.

Managers must be able to make decisions that serve the needs of all parties involved. If leaders doubt their judgments inside the group, adherents will be less devoted to the team. Since workers are the ones who put choices into action, their active engagement in decision-making should be considered in most cases. Corporate leaders and supervisors should foster

a participatory environment by spreading knowledge and involving the workforce in decision-making (Wanous, Reichers & Austin, 2000). The exchange of information is a method that encourages employees to voice their opinions on issues at work (Cuéllar-Molina, García-Cabrera & de la Cruz Déniz-Déniz, 2019).

LDMP is a continuous method for choosing among the best available options and is connected to the holistic act of decision-making. Consequently, management must establish the ideal future, connect with that vision, and motivate employees to bring it about despite the difficulties and hurdles present to comprehend the corporate decision-making approach fully. Without competent leadership and management, today's firms risk becoming obsolete (Kotterman, 2006). Therefore, leaders must be knowledgeable in both areas. The greatest way to effectively lead and manage an organization is to comprehend it in all of its components, as well as its expansion and success, and to base all objective successes only on the business's purpose and mission.

Each company's leadership traits and top performers should be affected by their policies and choices as they collaborate to realize its overall objectives. Due to the changing nature of all businesses, managers and leaders in any firm must be able to make wise decisions as a direct result of understanding their performance goals, the range of their options, and the potential risk associated with each option (Ejimabo, 2015).

Making choices in the workplace is demanding for organizational leadership and management. Finding the optimal method for decision-making and understanding how it operates in a corporate environment is another difficult task. Individuals make choices on a variety of different things in various situations. Since some options are simple and look easy, some are more complicated and need a multi-step process (Dietrich, 2010).

In many firms, a successful LDMP encourages people to collaborate, make things happen that may not otherwise occur, or stop something that would typically happen in a certain company. In every given environment, it entails influencing the ideas, feelings, attitudes, and actions of others. It also requires leadership inventiveness, practical wisdom, inspection, observation, and problem appraisal. In other words, it is a mental process that involves picking a sensible alternative from the existing options to improve reasoning regarding organizational performance and goal achievement.

Although previous research has concentrated on how choice functions and decision scenarios affect possible outcomes, comparatively less empirical focus has been paid to how organizational effectiveness is influenced by external environmental factors (ecosystem factors) and decision-makers attributes. Due to SME owners' frequent reluctance to divulge sensitive data, which can result in several possible difficulties, such as product and questionnaire non-response, this research implemented specific performance metrics to evaluate SME business results.

The differences between individual and communal decision-making processes have been studied in various contexts, including business, education, and others. To design an appropriate course of action, decision-making calls for additional possibilities. Making decisions requires brain processing. Personal, explicit, or implicit belief systems may impact this process. It could be unreasonable or logical. Organizational decision-making was emphasized at the outset of the study of management. Corporate decision-making was the first focus of managerial studies. The mechanism of selection for problem-solving at every level is decision-making. Making the right decisions to accomplish goals and choosing the best course of action for your success are good decision-making strategies. On the contrary, making significant and essential judgments might be challenging.

Making decisions is integral to organizational performance and is linked to all conventional management tasks. Decision-making is a procedure used by organizations to guide personal behavior that affects corporate objectives. Through decision-making, businesses as systems develop themselves. Every choice is advantageous to others and generates new ones. The effectiveness of any firm's or company's decision-making is dependent upon it. Companies have decided on a variety of things. Many decisions can be made based on the standard of the places, reception circumstances, and other considerations. Consequently, the categories of findings that predict the outcome are detailed below. Organizational choices may be explained in a few different ways, as can the best times to make them.

1. Using sensation, experience, an EVENT, judgments, and conventions as the sources of management and information
2. Making decisions for the long, short, or medium term.
3. In terms of their scope and significance: Long-term technological decisions may

have a limited impact on the organization.

4. Individual and group decisions based on the number of guys.
5. Choices made following the group's position: choices at the command (line), establishment, and medium- and lower-level management levels.
6. Accounting and people, depending on the trailing function.
7. Based on relationships: independent vs. dependent choices.
8. Depending on how unsure something is
9. Subject to the level of power.
10. The union's voting decisions. Decisions were made in light of these votes.

There are four distinct stages in the decision-making process.

1. The capacity to detect and understand a problem is intelligence.
2. Design: This involves trying out several ideas.
3. Choosing from a list of possibilities is what selection implies.
4. Implementation: Putting the selected option into practice and assessing how well it functions.

1.13.11.1 Features of Decision Making

The following are some of the features of decision-making and are depicted in Figure 4:

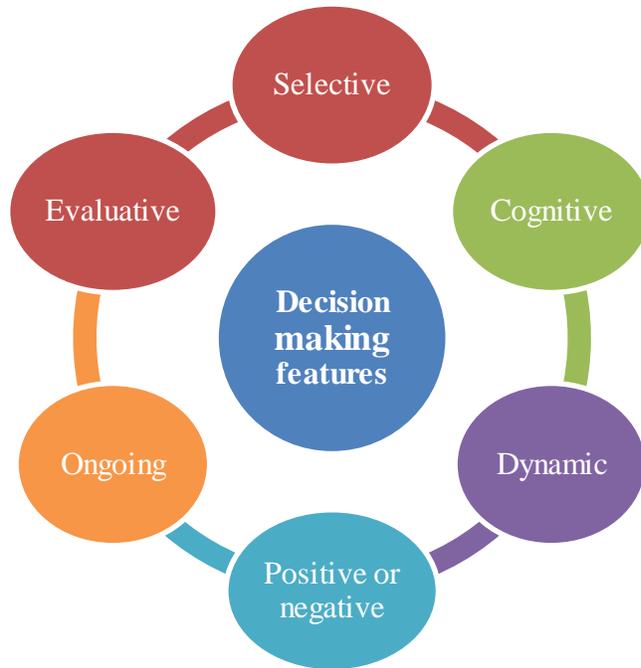


Figure 4: Features of Decision Making

Selective: This strategy involves picking the best choice from various possibilities. Only after all of the solutions have been compared to the objectives is the best one chosen.

Cognitive: Because it calls for the use of mental faculties, including knowledge, analysis, experience, prediction, and awareness, among others, it qualifies as a cognitive activity.

Dynamic: It is an active activity that changes depending on the time and situation and provides several answers to a potential problem.

Positive or negative: A choice is not always advantageous, whether positive or negative. Even after all the factors have been considered, a wrong decision might still be made.

Ongoing process: Every company has a long-term succession plan, and different layers of authority make daily choices to keep the business operating smoothly. These choices are taken in harmony with the objectives of the company.

Evaluation: One step in the decision-making process is evaluating the alternatives that are accessible using critical appraisal techniques. Organizations are focusing more on decision-making to boost the efficacy of their executives. The researcher examines how decision-

makers use demographic information (age, education, gender, and designation). These demographics explained how variations in age and educational level impact decision-making. This research aims to continue exploring how leadership styles affect management decision-making.

1.2 Research Problem

Since the previous several decades, Indian business sectors on the Indian subcontinent have developed. They are now acknowledged as important engines for economic growth and job creation in addition to developing innovative solutions leveraging scalable technology for socioeconomic development and change. Large organizations are having trouble innovating more quickly because of the rise in ambiguity and the swift evolution of markets. As a result, businesses in the region are increasingly collaborating with startups through strategic alliances to capitalize on their competitiveness.

However, for any corporate organization to grow, decision-making has emerged as among the most dynamic, continuing, thought-provoking, and active areas of leadership activities. These tasks are crucial, complex, unique, subtly complicated, and of a critical character. Based on this, leadership is not just about a person or a group of people's official role, authority, responsibility, behavior, personal characteristic, significant goals, motivation, assignment, and charisma. However, leadership must encompass continuing, tactical, structural, constructive, optimistic, impactful, and goal-directed, focusing on achieving goals, realizing vision and mission, building a team, succeeding, and making money.

Any industry's top and middle managers' leadership approaches affect both their personnel and the general productivity of the company. Therefore, it's crucial to understand the leadership philosophies of the best leaders. Only a few papers examined the middle and top managers in an industry's leadership philosophies. Understanding if a leader is aware of their style of leadership is essential. The leader may build the skills and abilities that will complement their leadership style with the help of this consciousness. Examining the leadership philosophies used by CEOs in the Indian business sectors has been the goal of this research.

1.3 Purpose of Research

This research aims to look into various aspects of leadership ideologies and how they relate to the efficiency of selected Indian business sector workers. High-performing leaders may build high-performing teamwork by employing the right leadership style. The framework for leadership conduct in the Indian business ecosystem will be suggested with the aid of this research.

1.4 Significance of the Study

The study signifies managers' leadership and decision-making practices in Indian business sectors. The following are the main objectives of this research:

- To look at the managers' demographics.
- To assess the managerial staff's level of leadership.
- To learn more about managerial decision-making.
- To ascertain how a manager's management style influences the productivity of their workforce
- To evaluate the relationship between organizational productivity in the private sector and management style.
- To determine the composition of a leader's style that affects each worker's success at work.
- To determine whether there is any relationship between an employee's leadership style and decision-making styles.

1.5 Research Purpose and Questions

- There is no relationship between workers' job performance and leadership styles, which means that leadership styles do not significantly affect employees' performance.
- None of the demographic features are significantly impacted by age, education, experience, management level, industry, or the degree of authoritarian, democratic, or laissez-faire leadership styles.

- The demographics of the responders may not necessarily reflect their lax leadership style.
- None of the demographic features are significantly influenced by age, education, experience, management level, kind of industry, or the degree of the directive, analytical, conceptual, and behavioral decision-making styles.
- The respondents' DM style will not be much reflected in their demographic characteristics.
- There is no real relationship between organizational culture and how authoritarian, democratic, or laissez-faire a leadership style is.
- The degree of autocratic, democratic, or laissez-faire leadership styles and gender norms inclination are unrelated.
- There is little correlation between organizational culture and the amount of directive, analytical, conceptual, and behavioral decision-making in a given company.
- There is no apparent connection between decision-making style and gender norms orientation.

1.5.1 Research Questions

This research will focus on management, specifically transactional, transformative, and laissez faire governance with judgment, judgment processes, processes, and models. Additionally, it will concentrate on how the decision in new companies on the Indian subcontinent relates to leadership styles, including TFM, TSL and LF management, followed by suggestions. The following study objectives were developed based on a survey of theoretical and empirical discourses on startup companies and the following questions related to leadership judgment styles have been arrived:

RQ1. What are the challenges presented by leadership judgment styles?

RQ2. How do the problem-solving approaches used in new businesses contrast from the judgment methods used by leaders?

RQ3. What conditions favor the adoption of effective judgment techniques by leaders?

The investigator thought that the responses to the abovementioned issues and others that have come up during this research would offer significant and practical insights to corporate leaders and managers in their judgment procedures. Administrative choices are crucial to a leader's success, yet there are occasions when making them can be difficult, perplexing, or even scary. The safest options, nevertheless, are the most courageous.

The literature provides evidence for the relationship between leadership and decision-making. It is noted that some empirical research on LS and DMS has been conducted in India (e.g., so far a decade ago, Tambe and Krishnan (2000) worked on the impact of only the transformational LS and the five DMS on outcome variables like perceived effectiveness, the satisfaction of subordinate, extra effort and intention to quit). The current study seeks to answer the following research questions:

RQ1. Which methods of leadership and decision-making do executives in Indian business organizations facilitate?

RQ2. Do leaders and decision-makers behave significantly differ depending on factors like age, education, industry, tenure, income, and level?

RQ3. In Indian business organizations, what connections exist between transformative (TFM-LS) and DMS?

RQ4. What connections exist between transactional (TSL-LS) and DMS in Indian business organizations?

RQ5. In Indian business organizations, what kind of DMS is linked to Laissez Faire (LF-LS)?

CHAPTER II: REVIEW OF LITERATURE

2.1 Theoretical Framework

This section deals with the literature survey of the different leadership models, decision-making skills, leadership decision-making skills, and those skills that can be used in the Indian business environment. The following subsection briefly explains the available models

2.1.1 Leadership-based article analysis

The Quantification Research section discusses some significant problems in providing quantitative studies at the nexus of business, morality, and leadership. By describing the kinds of articles that are frequently rejected and how to avoid some typical issues that lead to denial, they provide advice for writers. Considering the types of research questionnaires the paper must be posing, theories it should be developing, models it must be running tests, and methodologies it should employ, they also provide recommendations for future research (Palanski et al., 2021). They do this by incorporating the perspectives of four renowned experts in the sector.

This article aims to analyse the evolving concept of fair leadership and their associated ideas that emphasize the significance of the ethical component of leadership. The main points of this article are the notion of ethical leadership, the character traits of moral agents, and the development of a conceptual structure with many assertions regarding the causes and effects of ethical leadership. This review study draws from a compilation of the literature on leadership found in current research publications on moral leadership (Sharma, Agrawal & Khandelwal, 2019). To develop a conceptual model that illustrates the causes and effects of authentic behavior, authors chose and studied several works on the topic. An ethical person passionately thinks about sustaining the correct moral values and concepts in their decisions, actions, and behavior. One must be dependable, morally upright, concerned for other people, and employ assertive communication. A moral leader should, beyond other things, be responsible for rendering objective decisions that are in the organization's best interests. This moral leadership greatly influences positive effects like following' organizational engagement

and corporate identity. This connection can be moderated by trust in the leadership.

The authors look at how Chief Executive Officers (CEO) in Small and Medium Enterprises (SME) led corporate models developed during globalization, drawing on the contrast between small-scale and large-scale business paradigm innovation and between directive and enabling management. The authors build a conceptual model referring to two different trends in the interplay between CEO leadership style and innovation strategies based on eight instances of Japanese-manufactured SMEs (Colovic, 2022). The authors demonstrate how innovative small-scale company models under the direction of formal authority lead to quicker entry into international markets. Large-scale business strategy innovation is necessary to boost foreign sales, nevertheless. The CEO's inspiring leadership style facilitates this.

This conceptual paper was written in response to requests for more excellent studies on servant leadership. It was motivated by the reality that, despite growing interest in servant management, much management research has concentrated on transformative leadership and team governance. Although the lack of factual support for the servant leadership idea has been attacked, it is still a feasible alternative in the day and which unethical corporate practices have marked. A leadership idea that speaks to human values could thus be the answer in this case. The study depends on a review that aims to clarify the theory of leadership in corporate managing teams by outlining its characteristics, predisposing factors, and results (Muzira, Muzira & Min, 2020). In the framework of servant leadership, it attempted to draw a difference between leadership and administration, between responsibility and power. After that, a proposed model for servant leadership is suggested. Discussions on servant leadership's drawbacks and real-world instances are included. The conceptual framework guides companies who want to test the servant leadership idea in their operations. It enlightens those who want to lead by serving others on what is required of them. The notion of servant leadership will help businesses become less prone to financial problems and commercial disasters.

An organization's capacity to manage disturbances and bounce back after a disruption is known as resiliency. This adaptability is based on an association's capacity for anticipating disorders and the leadership's readiness to manage them (Unhelkar and Gonsalves, 2020). In the data-driven environment of modern digitalization, data science roles include predictability

and preparation. Artificial Intelligence (AI) inside data science is positioned to analyse a critical role in creating information, foreseeing deviations, and aiding executives with organization operations. The Deep Learning Engine (DLE) of AI is a mechanism that gains knowledge from prior choices and their effects. This research talks about incorporating human experience into the DLE to improve it and provide a paradigm for predicting interruptions.

The opinions of the faculty members at the Lebanese French College in the Iraqi Turkmen city of Erbil are used. This research seeks to determine the impact of leaders and managers, including creative administration thinking, decision-making capacity, and workplace structure, on accomplishing organizational strategic priorities, which include dimensions of constant improvements, horizontal regulatory oversight, and effective execution (Sadq et al., 2020). This research aims to analyse the impact of leaders and managers on the accomplishment of strategic business approaches and to provide a description of the study's characteristics, administering leadership, and financial success methods. A survey form was created to gather preliminary information from the research population. Fifty questionnaires were given out by the investigators to responders, explaining the purpose of the study. This study discovered that leaders and managers influence the success of corporate strategy. A series of recommendations were made to strengthen the influence of leaders and managers on the effectiveness of company initiatives.

This study examines the relationship between strategic management and business advantage, strategic leadership and company efficiency, business achievement, and competitive strategic planning (Priadana et al., 2021). Structural Dynamic Modeling was utilized in this work to examine the data. Workers of SMEs in Kuala Terengganu served as the study's participants. Surveys were disseminated electronically using a basic random sample approach, and up to 150 participants received the findings. Based on the data analysis's conclusions, it can be said that strategic leadership significantly affects business success, competitive strategy significantly affects business effectiveness but not considerably, and marketing advantage significantly affects strategic leadership.

The harsh realities of commercial reality and the moral ideal of a decent life both challenge and inspire ideas about ethical leadership in government and industry. In anthropology,

honest leadership is positioned in the conflict between a negative view of human nature that sees it as morally depraved and self-centered and an optimistic view that considers the potential for morality, collaboration, and justice. In bureaucratic structures, corporate leadership is defined by the asymmetry in power and authority connections (Serrat, 2021). Even the most vital moral leadership traits are meaningless without being incorporated into a system that encourages them. Ethical leaders connect their organizations' strategic goals with morality in various ways. They must, above everything, understand the critical significance of problems relating to human rights, international justice, and environmental protection. One solution is adopting international standards that bring a moral perspective to all corporate activity.

This article explores the effects of transformative leadership in various settings, focusing on the commercial and athletic arenas (Kovach, 2018). A summary of eight key leadership ideas have been studied and range from the 1940s to the present. Leadership style, servant governance, situational approach, transformational governance, path-goal concept, behavioral concepts, trait hypotheses, and leader-member equity theory are some of these theoretical approaches. Nine researches emphasized the need for transformative leadership within these situations. The review includes a wide range of transformational leadership-related large-scale, multi-site, individual studies and worldwide meta-analyses. This research shows how transactional leadership cuts across professions and exemplifies its usefulness, leading to improved performance outcomes.

This study looked at the impact of several leadership philosophies on organizational productivity in Astana, a Eurasian nation, using the principles of the Conservation of Assets (COR) theory (Mahmood et al., 2020). It looked at how corporate culture influences the link between leadership and organizational effectiveness. The research used the qualitative survey approach to gather data from 321 management staff members working in local and international firms in Astana. Confirmatory factors, descriptive analysis, and hierarchical linear assessment were executed on the information using the Statistical Package for Social Sciences (SPSS) program to verify the assumptions. Structural modeling was constructed to evaluate the moderating impacts of the factors. According to the data, parental, transactional, and transformational management significantly affect organizational success. Clan culture

tends to have more mitigating impacts on the link between leadership and business effectiveness than other business structures. The "resources caravan" impacts of the compositional model hypothesis are supported by the moderating effects of capitalist culture on the link between leadership and organization effectiveness.

Leadership has usually featured a complicated set of variables that call for an integrative perspective on social impact (Banks et al., 2021). The era of digital technology has officially arrived in leadership research. A new "filter" for seeing leadership is necessary for the digital age since the phenomena and the methods used to research it are evolving. However, this begs the issue of how leadership has changed in the electronic era. A special edition of "The Leadership Annual Report" was created to encourage the creativity of leading researchers and professionals in response to this development. Beginning with a quick examination of the whom, if, while, why, and wherefore of digital leadership, the present work moves on to more specifics. The research discusses leadership in casual situations (like social networks), generalizing from the real world to virtual settings, mathematical modeling, utilizing technologies (like deep learning and big data analytics), and practical how-to instructions. The study then charted a course for leading researchers in the early days of the digital world. Recently, study on the strong connections between identification and leadership has exploded, but it has centered around two theories (Haslam et al., 2022). This real special problem primary topic, identification leadership study, views leadership as a collaborative activity that is centered on a leader's capacity to reflect, develop, build, and entrench a social identity that they hold with the communes they lead—a feeling of "people as a community." According to a study on leader identification, those with a strong sense of "myself as a leader"—an individual awareness of oneself as a leader—are better at advancing the task of governance. To better understand the significance and nature of these disparate methods, this article will concentrate on how each specifies characteristics, procedures, paths, outputs, and ideologies that have different consequences for concept and application. The research describes a dual-identity paradigm with the ability to combine the two methods and express the findings in a set of statements.

2.2 Decision-making skills based article analysis

Uncertainty is a crucial situational factor that affects how international corporations

choose different models for their global activities. Furthermore, a fragmented understanding of Multi-National Company (MNC) strategy and the function of ambiguity in global decision-making has resulted from the diversity of ways ambiguity has been characterized and analyzed in worldwide business research. This work investigates how uncertainty is addressed in the Indian Business (IB) literature and recommends areas for future study by adopting a broad perspective of ambiguity and using a comprehensive analysis. The review groups research into 13 categories of ambiguity and eight categories of uncertainty management. The article lists five traits of leaders that explained the impact of how they create ambiguity and select a model to manage it (Sniazhko, 2019). The lack of diversification is included in the research findings.

Though decision-making was traditionally seen as a logical, top-down process, modern thought acknowledges that tactics from various organizational stages shift in response to societal and political situations (Wooldridge & Cowden, 2020). Several research streams cover a wide range of topics and concerns within this significant subject. The business strategy judgments are founded through assessment versus fragmented review, how senior executives' traits and the make-up of top managerial workgroups affect the sound decision, the role of diplomacy, dispute, and shared understanding in the procedure, the impact of confirmation bias and heuristics, and how and when instinctive choices can serve as the basis for effective judgments are predominant. Research in these areas focuses on contextual variables and connections to company efficiency and is prescriptive and descriptive. When seen as a whole, this decision-making body has considerably improved knowledge of how organizations generate their strategies.

Making decisions is aided by quantitative methods. Leaders need to be competent and dependable while using quantitative methodologies. Based on the facts about a group's financial situation, accounting usually makes judgments. Economics base their decisions on knowledge of the economic environment in which the organization functions (Kumar and Sharma, 2018). Marketing personnel makes judgments based on consumer reactions to the product and its appearance. Based on data on employment rates inside the company, among other things, management makes judgments. As this information becomes more quantitative, it is clear that leaders want a working understanding of the methodologies and processes

suitable for studying and assessing such data. Applied research, modeling, project planning, linear regression, Project (or Program) Evaluation and Review Technique (PERT) and Corporate Performance Management (CPM), probabilistic theoretical research, and other qualitative approaches are essential tools that help managers make decisions.

This essay expands on earlier reports. The limits of the multinational firm, the organization's external surroundings, and the company's current inner layer are distinguished as the three areas of international trading theory (Buckley & Casson, 2019). The borders of the company are the internalization theory's primary concern. Any broad approach to global business must examine internal and outside structures. While collaboration rules the inner system, competitiveness rules the exterior world. For each, several decision-making frameworks are needed. Consequently, several decision-making models should be merged to turn the internalization theory into a comprehensive idea of global commerce.

Consumers connect and communicate information, unique ideas, sentiments, or thoughts using Web 2.0 techniques in the age of social media about a particular topic, a good or service, etc. Digital Word of Mouth (DWOM) has thus influenced user attitudes. Consequently, collecting and evaluating DWOM comments using Sentiment Research methods is a hot topic that gives businesses essential data about their clients. It might be challenging to choose the approach that best fits the analysis requirements from all those that are accessible. In this work, the article attempts to address this problem by first studying the primary ideal characteristics for an emotion analysis technique and then classifying the existing systems based on these characteristics (Bueno et al., 2022). Then, the article provides a multi-criteria judgment process that chooses the best approach for each strategic plan by considering its unique criteria.

A singular index cannot account for the range of needs of the business operations, choosing a single target causes the programmer to underestimate the revenue of an investment. In recognition of this, this paper suggests a broad assessment to show how several indicators affect the best architecture for an off-grid hybrid power system. A multi-objective strategy is developed that combines the optimization of many economic indices using the results of an initial investigation of single-objective conceptions (Fioriti et al., 2020). The cost of load reduction, the electrical price, and the deploying mechanism are all subject to scenario

analysis. A hypothetical off-grid micro grid in Replicate, Ugandan, which accurately depicts a challenging atmosphere for company growth, is the subject of a quantitative case study that is suggested.

The research focuses on investigating information regarding online reservation platforms and the opinions of current students who use these methods regarding ticket prices. People employ an emotional decision-making procedure to pick a tourist location using internet booking platforms, another angle of this research. Three measures were used in this original study administration: Emotion-Based Judgment Factor, Trait Social Abilities Scale, and Adaptation Level (Halkiopoulos et al., 2020). Data from the survey were gathered, prepared for analysis, and evaluated using Data Mining methods. Categorization and correlation techniques were mainly used to explain hidden connections. Findings demonstrated how the growth of the Internet has drastically altered the market environment for travel agencies, giving new instruments for tourism administration and advertising. It makes decision-making possible for consumers and tourism companies to communicate, transforming the entire procedure of tourism creation, administration, and advertising.

Managing sustainability conflicts at the organizational level depends on how managerial judgment defines challenging issues in their thinking when making decisions regarding sustainability goals. The current study has concentrated on the underpinning rationales that drive the recognition of conservation-strained relations to comprehend what kinds of management mind-sets or perceptual frames are effective. These foster interdisciplinary companies' sustainability processes and concurrently enhance environmental, cultural, and financial objectives (Benkert, 2021). The current logic-based constructions, meanwhile, fall short in their attempts to analyse this connection, and it proposed that leaders should view and handle sustainable issues in light of their personal beliefs. The authors include Keeney's value-focused thinking method with management and organizational cognition viewpoints to elucidate the roles of management and reasoning as precursors in organization sustainable judgment. The article discovered three categories of cognitive frames using data from a questionnaire of 169 senior management staff in Sydney. These findings show that higher sustainable ideals are linked to a more comprehensive view of environmental conflicts, and conversely. The article discovered that more comprehensive organizational cognitive

frameworks increase leaders' cognitive reframing of sustainability. The article examines the significance of this finding for management judgment in theory and application.

Due to the growing sophistication of corporate data, new Business Process (BP) analytic tools are required to evaluate the prospects for process improvement. This work presents a method of BP research to extract information about Decision-Making Logic (DML) in the form of classification (Rizun, Revina & Meister, 2019). The regular, semi-cognitive, and intellectual DML levels are viewed in this classification as consequences of the BP theoretical characteristics of Resources, Methods, Capabilities, and Decisions. The detection and categorization of the BP Decision-Making Logic demonstrated encouraging results in the initial assessment and assessment of the created approach employing data set of entrance ticket phrases from the Information Technology (IT) Service area.

According to the World Bank, several characteristics of company legislation can be used to decide where to locate a firm. A multi-criteria judgment problem is developed to identify the best city for investment to achieve the objective. Different optimization models are used to tackle this judgment issue: collective decision using the suggested revised simple incremental weighing and individual decision-making choices using the weighting approach. The specialists in collective decision-making typically have diverse backgrounds and areas of expertise. The proposed alteration accounts for the disparity in expert knowledge by weighting each expert's input differently in the ultimate, consolidated collective decision (Borissova, Korsemov & Mustakerov, 2019). It is demonstrated that the new power value, based on a direct additive weighted mechanism, more appropriately captures the variations in each expert's experience and area of expertise. Due to the multidimensionality of the business context, the group judgment technique appears to be more accurate in determining the optimum investment choice.

Decision-making has been extensively studied in economics and from a group perspective, but little is known about individual decision-making. This research discusses the different cognitive processes involved in decision-making and its associated neural substrates (Goulet-Kennedy, Labbe & Fecteau, 2022). The anterior hemisphere and the ganglia appeared to be the main organizers in decision-making. Part of the brain and striatal activation has indeed been linked to decision-making impairment in various clinical groups. To deepen the

knowledge of decision-making abilities, the research stresses the significance of enhancing the level of coordination of both neurological and cognitive foundations. The environmental utility of the research process that evaluates decision-making in varied circumstances and with incentives has to be improved regarding mental models; this will aid in translating scientific learning experience into practical advantages. In aspects of neural mechanisms, the use of neuroimaging methods aids in characterizing the machine learning linked to decision-making in recent times, strategies to attenuate brain action with deep brains stimulation models, such as in the prefrontal cortex and linked territories (e.g., striatum), have indeed shed new light on the neurological and intellectual surfaces of decision-making. These neurological and behavioral strategies working in tandem benefit people with poor decision-making abilities. The motivation for this field of study is that crucial parts of well-being, wellness, safety, and monetary and social decisions in everyday life depend on the capacity for making decisions.

The research on moral decisions has to be discussed (Johnson et al., 2020). The research on ethical decision-making frameworks utilized in mental healthcare occupations is summarized in this document. Thirty-six publications were selected from 1,500 papers released between 2000 and 2022 that matched the basic search parameters. Along with contrasts, restrictions, and concerns, the research focuses on the current state of the empirical data supporting the usage of these systems. Eight essential procedural elements for ethical decision-making systems were constructed depending on the arrangement of stages in each paradigm. This classification offers useful data on moral decision-making frameworks to professionals, educators, learners, and bosses.

This research sought to investigate the development of medical decision-making independence (Woelfel et al., 2022). Using the survey method, the study conducted a quantitative tertiary assessment of conversations with 40 physicians and associates from internal medicine specialties, obstetrics, and gynecology during all clinical Post Graduate Years (PGY). Each conversation was taped, written, and evaluated iteratively based on a structured process. Twelve first assessments included 15 junior patients, 20 senior citizens, and 5 associates. Initially, in their education, physicians apply their abstract concepts of pathological conditions to clinical care to render them tangible. The fellows then graduate

into a stage where they apply principles to actual care delivery. For subsequent operative treatment, chief trainees re-abstracted specific medical and technological expertise. It will be easier to build coursework that promotes student preparation for practicing at each PGY level if it knows where each student is on this journey.

2.3 Leadership decision-making article analysis

The leadership and judgment processes in many kinds of systems with varying degrees of complexity are covered in this article (Hallo et.al. 2020). The article briefly reviews the history of leadership and judgment before examining the idea of leadership judgment and a few contributing variables. Following a discussion of complicated systems, the article offers illustrations to explain how complex structures vary from other processes. A panel of leadership judgment finally joins these threads in complex systems and the development of a model to help managers who must make decisions in complex data from a survey. This study attempts to increase the impacts of leadership judgments inside complex systems depending on the outcomes and a judgment support model derived from them. Thus, the study should assist individuals in the real world and leadership in an organizational context to become more effective decision-makers in various complicated scenarios that are now frequently faced.

Companies continue to transition from traditional hierarchies, authority, and controlling corporate techniques centered only on creating gains to facilitating institutional ethnicities that concentrate on individuals and financial gains, partly driven by the requirements of an expanding number of younger workers. In the management business model, encouraging flow at the workplace is one strategy for satisfying the demands of the organization's leaders while making a profit (Badibanga & Ohlson, 2021). The flow sensor is a state of mind that results from being engaged and wholly absorbed in action. It is characterized by intense attention, profound delight, general pleasure and well-being, and improved work and task efficiency. Data from 1,184 millennial executives who participated in business model, a company simulator that leadership abilities, flow, and financial results, were evaluated for the present study. The findings show significant collinearity between the eight leadership competencies of importance, leading to creation of a new single variable called social business competence. It was discovered that the predictor variable might foretell enhancing the flow and producing

revenue.

Given that women make up about half of Malaysia's populace, women entrepreneurs play a crucial part in the country's economic growth. Women's business owners provide a significant financial contribution that cannot be undervalued. Malays, Chinese, Indians, and other indigenous ethnic groups make up Malaysia's diverse and multiracial society. The current study examines Malaysian women business people's management and judgment styles (Isa et al., 2021). This study questioned ten female people in business as part of a qualitative methodology. The research population consisted of 6 Malays and 4 Chinese entrepreneurs, who were interviewed using a semi-structured approach. The outcome shows that both Malay and Chinese businesses employed democratic management philosophies. Malaysian women often struggle to make the appropriate choices while making decisions. Nevertheless, they saw the mistake as a way to improve their decision-making in the future. The results of the current study will encourage new company owners to continue, and authorities will consider the best avenues for boosting the success of Malaysian women's businesses.

The specific Boards of Directors (BODs) are heavily engaged in making strategic decisions while others are not is a crucial question addressing the influence of the BOD on a firm's strategy formulation. The article presents a new justification for the significance of particular non-executive boards of directors' qualities in directing such engagement procedures. The study answers specific questions, such as why a given board chairman behaves when serving on other boards. The article investigates the processes that develop inside the BOD to permit such a player's participation (Nahum and Carmeli, 2020). Twenty rational decision events in various organizations were analyzed, and 15 open conversations with non-executive directors provided the evidence (fourteen businesses: six vast, seven major, four mid-sized, three tiny, four corporate, one non-profit, and one government-owned). The research demonstrates the significance of the BOD management style, the various sources of leading strength, and their impact on the working setting and internal norms that shape the board's participation.

Using data from the Olympic Events of 2016 and the 2014 FIFA World Cup, the present study examines the association between transformative and transactional management and decision-making approaches in major athletic events (Megheirkouni, 2018). The information was gathered using a combination of techniques. SPSS was used to examine numerical data.

The qualitative method was used to obtain qualitative information. According to the findings, rational decision-making and transformative behavior are related. Planning teams for both occasions benefit from using practical consequences to embrace leadership philosophies that complement their respective decision-making processes. This inquiry suggests a different research method that adds to management and judgment in large-scale athletic events. The research improves sport management research by demonstrating the relationship between decision-making and management style in major sports events.

The ability to make crucial decisions under pressure is essential for crisis leadership. This study looked at the judicial procedures of global, regional, and regional crisis experts to discover similar decision-making procedure qualities. It suggests a helpful framework to help crisis leadership make decisions. Crises have unique characteristics: they are time-dependent, present enormous hazards, and require decisive action. The survey's sample population comprised 15 domestic and global crisis experts in senior roles from the global defense, police departments, and governmental agencies (Oroszi, 2018). Fifty distinct process features from seven well-known decision-making frameworks were broken down, creating a survey. The procedural qualities from the poll that the specialists believed most accurately mirrored their judgment method were requested to be identified. A new model was created to analyse the experts' comments and their knowledge. The results revealed a pattern of behavior among different types of crisis leadership. They showed the possible use of a new judgment model that encompasses the characteristics of skilled crisis leaders' judgment processes. This study offers novice crisis management specialists a framework based on the insights of regional and international crisis specialists. Organizations utilize the methodology to develop a customized business crisis strategy in addition to helping new crisis professionals.

This study aims to create a model for analyzing how Chief Executive Officer (CEO) values affect financial judgments (Vitale & Cull, 2018). The methodology used in this publication entails a review of the literary works, with a focus on specific concepts, such as value systems that serve as lenses or filtration to control the kind and quantity of data that leaders take in, CEO personal beliefs and how they affect leadership traits, and CEO styles of management. In the context of an organization, the framework depicts the significance of elements and their connection to economic justice. That may affect how leaders are chosen and kept in a

company, which may affect how leadership is taught in universities.

This study aims to link leadership and judgment approaches to organizational retention. Workers from private firms in southern Brazil participated in the research (Cerutti, Macke & Sarate, 2020). A sampling of 324 participants was employed in the survey study technique. Data were subjected to mean differences tests, confirmatory factors, and regression analyses. The findings show that the combination of strategy and logical judgment with constructivist leadership had the most potent predictive power for the desire of the workers to stay with the company. The study makes contributions to management and judgment research in three ways: (i) by emphasizing the supremacy of reasoned judgment style, despite efforts to emphasize the increasing importance of instinct; (ii) by evaluating the style of leadership from the preconceptions of the workers, which eradicates any potential self-evaluation prejudices; and (iii) by bringing up new parameters to be probed to continue in one's position.

A person's capacity to make autonomous decisions regarding personal and economic affairs may be hampered by Alzheimer's and other chronic diseases. The number of people who could need decision-making production of its products is projected to rise as people live longer and the prevalence of chronic diseases rises (Brémault-Phillips et al., 2018). Laws (such as those governing custodianship, custody, and medical support in dying) also require decision-making skills to abide by their rules and regulations. It is advised to use a purposeful, specific, and systematic approach to putting standardized decision-making industry standards into effect. Using the National Adoption Research Network (NARN) Model to promote the implementations, dissemination, and durability of a decision-making Model was the subject of a single experimental research case that looked at the viewpoints of top executives and clinical professionals. Discussion and product testing, audio-recorded, translated, and thematically analyzed, allowed members to learn about the NARN System and discuss how to use it.

This article discusses planning and producing six computer-based simulators for school management development programs in the Chilean educational system's framework. Six situations were chosen from a case study of leaders with academic training and analysis in various data to plan and implement the simulators (Volante et al., 2020). According to regional and global management associations, ratings were given to the judicial processes in

these situations after they were transformed into tales with decision branching. Eventually, a system modified to record numerical and qualitative data was deployed with the scenarios once they had been programmed. Principals and potential candidates for educational leadership roles participated in the exercises. The processing of developing and putting the simulations into practice showed that it is feasible to create a model to enhance the leadership and judgment skills of school administrators and leaders while simulating the educational environment in Chile. That is a significant forward toward improving educational activities based on contextualized, applicable judgment scenarios for principal leadership training. As a supplement to existing training possibilities for school administrators, the use of desktop simulators has a significant potential to expand the sharing of information and make it available to the public.

Better flexibility results from environment-leader alignment, which is reflected in wise decisions. The combat infantry atmosphere benefits commanders with Attention Deficit Hyperactivity Disorder (ADHD), while executive impairment is predicted to cause them problems. Through therapies that enhance executive choices, this study aimed to boost the consistency impact for managers with ADHD in a demanding military context (Olinover *et al.*, 2022). The research predicted that strategic planning alone would increase overall leadership effectiveness. Still, in-person treatments that elicit dedication and full concentration would encourage decision-making, especially among participants with ADHD. In a large-scale randomized trial, the effects of four initiatives, Simple face-to-face, Threatening to withhold answer faces-to-faces, and Controlling-peer-group school setting, divided arbitrarily to applicants. The major outcomes of enhanced decision-making in basic face-to-face interactions and solitude were seen across subgroups.

Additionally, both face-to-face therapies impacted ADHD, with individuals with ADHD having a good overall output and experiencing bigger impacts than those lacking ADHD. Establishing the right settings to enable better executive choices among individuals with ADHD is crucial, according to recent research. Implementing affordable and simple face-to-face treatments improves decision reliability in a population with a high internal tendency representation. Current research may apply to various high-risks/high-stress work contexts, offering future leaders from neurodiversity movement community's environmentally

practical assistance.

Circular economics is a theory that emphasizes conducting business in a way that is both ecological and productive. Upcycling has evolved into the economic manifestation and unavoidable option for implementing environmental sustainability initiatives. Numerous specialists from many disciplines or departments are frequently called to participate in many cyclical economic initiatives, such as choosing pilot gardens or towns, to make judgments based on various factors. It is therefore required to create an effective multiple criteria large collective judgment system that can enable the collaboration of a big group of specialists to tackle such difficulties (Tang & Liao, 2021). A natural language analysis method from a particular data-mined applications sector is used first to mine data about public preferences. After that, specialists are grouped, and division presidents are chosen. Finally, a method for obtaining agreement is implemented to lessen expert disagreements. The application of the suggested strategy is then illustrated using a case study of choosing prototype eco-industrial zones in the Chinese province of Chengdu. The findings demonstrate that the technique can resolve assessment issues for resource efficiency initiatives, including a big group of specialists.

2.4 Business Ecosystem-based article analysis

Technology in the digital sphere has fundamentally altered how businesses cooperate and fight. New cooperative wealth creation networks, like digitalization environments, come with this transition. Digital Business Ecosystem (DBE) is a community of people, businesses, and technology that execute to co-create wealth. Minimal efforts have been made to evaluate and synthesize the body of research properly shown throughout the years when DBE was created more than ten years ago. This study aims to close this gap in the DBE study by building a thorough paradigm that synthesizes and gives an overarching direction for the DBE study, identifying holes in the material and outlining potential future study areas (Senyo, Liu & Effah, 2019). The article extensively analyzed 101 research publications on DBE to achieve this goal. The results offer enlightening insights to overcome various restrictions in the current DBE study. As a result, this research provides significant insights and is a valuable reference for DBE study and experimentation in the future.

Shareholder collaborations with the main goal of creating and gathering distinctive assets are

directly tied to creating a Circular Economy (CE). Unfortunately, the study concerns these participants' identities, relationships, and shared ideals. As a result, this article offers a roadmap for identifying new CE implementation options, collecting circular benefits, and connecting participants (Bertassini et al., 2021). The research took an iterative approach that included a study to pinpoint the circular captured value systems, implementing Fuzzy Cluster Model (FCM) representations to evaluate the connections between seized principles and CE fundamentals, and numerous case studies to assess the usefulness and plausibility of the manual. Consequently, the article determined a list of cyclical values these partners may capture, created a stakeholder categorization for CE, and offered a road map that directs businesses toward discovering fresh possibilities and answers for CE deployment. In addition to giving a comprehensive picture of the business environment and incorporating participants in judgment procedures, this article proposes new chances to enhance corporate efficiency towards CE.

Multi-National Enterprises (MNEs) may look for chances in diverse institutional frameworks that are mostly unexplored. How can these businesses continue to operate under such conditions? The research examines how MNEs adapt and sustain activities in host-country situations that are institutionalized weak, unstable, and challenging, such as those that wars have severely damaged. To evaluate a subjective continuous test case of a Chinese government MNE that established and expanded its activities in the Republic Of Congolese in Central Africa, we drew on the logistics and supply chain industry model (Parente et al., 2019). Our research shows that the MNE maintained its activities in the Republic Of Congolese after admission by cooperating with important participants and coevolving. Governments from the source and the host nations, state-owned companies, privately held companies, and affected councils were among the participants. The qualitative information further implies that the MNE's value chain developed through three phases, creating and plugging that, within this environment, the major players also have characteristics with the MNE by taking on new responsibilities over time.

With the advent of building data modeling in the 1980s, public organizations, corporations, and scholars have tried to alter the laws of the current business environment to enable the networking activities that were envisaged at the time. Despite the sectors advanced

technology abilities, Business Information Model (BIM) has been chiefly used to increase company efficiency, not to substantially alter the Finnish Architectural, Architecture, and Construction (AAC) sector. A more significant analysis of why Finland's effective and extensive national Research and Development (R&D) efforts and widespread adoption of BIM technologies have not produced the anticipated systemic development of its AAC business landscape has emerged from a field study of the country's AAC sector (Aksenova *et al.*, 2019). Furthermore, a technique based on inductive grounding theories and scientific research has been employed to characterize and identify the innovations and knowledge ecosystems by capturing the changing and dynamic interactions between various occurrences and individuals between 1965 and 2015. The study's conclusions offer policymakers and BIM academics new information on how to create new regulations to match better BIM implementation with the systemic growth of commercial activities in the AAC business landscape.

Business environment leaders frequently prioritize their success rather than closely observing the performance of other ecosystem participants. Each participant must find a way to share the value that the successful business jointly creates. In the context of linear taped open environments, this study investigates the methods by which corporate environment participants partake in a portion of the jointly produced value of a business environment and how these methods support the longevity of a business environment (Awano & Tsujimoto, 2021). An analysis of the article's experiences working with Sony and outside materials was done as part of a test case. By examining panel information, the article validates the findings. Three processes have been identified. Firstly, a participant in a business environment can form a new entrepreneurial ecosystem independently using recently developed complementary technology. In essence, a business environment participant has the potential to lead a brand-new company environment. A business network participant also earns market share by cooperation with the environment leadership, technological leadership, and expertise with mass manufacturing. Third, a member of the business environment who develops complementary ideas may be eligible for patent payments. Thanks to these measures, participants in the company environment can stay inside it and participate in its development and longevity.

An open and creative business environment has grown popular due to the focus on cross-industry collaboration and the growing complexity of the mass market. As a result, businesses are no longer fighting against one another but rather amongst systems. From the standpoint of the value chain, this study investigates the growth of SME cluster activities (Becker, 2018). Through literary research and expert conversations, it summarizes the affecting and pertinent aspects of the functioning of the SME cluster environment. We use the Structure Equation Models and the Fuzzified DEMATEL approach and classify data using the multiplications technique. This study also determines the factors' association, features, and managerial consequences to guide businesses and future research. According to the findings, resilience and niche development with significant effects and low reliance are essential characteristics that can affect other parameters. Consequently, the judgment ought to think about giving this group of criteria top priority.

One of the UN's sustainable building goals is preserving life under the sea. The influence of digital innovations like Artificial Intelligence (AI) and the Internet of Things (IoT) on human existence in general and conventional industries like manufacturing and farming in specific has been transformative. Through a thorough case analysis of the Chinese agriculture scientific and technological company Celefish, this paper aims to demonstrate the workings of an AI-based collaboration environment (AI-CE). Here, the research shows how Celefish created the AI-CE and guided the environment's players in a value-creating partnership. According to studies, the AI-CE helps the fish farming environment to flourish sustainably and evolve. Specifically, value co-creation and sustainability through digitalization contribute to the study that adds to the business environment idea. Additionally, it offers valuable recommendations for strategy formulation and regulators using digital technology.

This article examines the impact of Supply Chain (SC) justice practices on the link between shareholder responsibility and vendor time delivery and the conditional function of confidence in the SC environment. The researchers gather and examine the data from dyadic surveys conducted inside Indonesian marina vacation SC ecology (Liu, Aroean and Ko, 2019). The findings indicate that the two forms considered SC equality procedural fairness and informational justice, different mitigating impacts on the association between shareholder responsibility and supplier time delivery. The article further discovers that observed

contextual performance lowers the shared service value efficiency link, whereas perceived procedural fairness increases it. The results also show a favorable effect between considered SC fairness, shared values, and trust on provider performance measurement.

This theoretical paper aims to examine the business environment notion in the context of the innovation process and consider if it has anything novel to contribute to the domain of the innovation process contrasted to earlier theoretical talks (Rinkinen & Harmaakorpi, 2018). Three commonly used policy methods were compared in research that also looked at the idea of the business environment. The ecosystem's concept varies from the other three methods in that it is self-organizing, conscious, and revolves around the invention. This study establishes a theoretical framework for more empirical investigation into the consequences of the corporate environment idea for the innovation process.

The set of questions below is what this essay seeks to address: What elements influence platform governance? How is the development of platform leadership impacted by the business environment and distinctive qualities of platform businesses? This study applied grounded hypothesis study techniques to investigate interface businesses' corporate strategy behavior, analyse platform governance's traits, and methodically investigate the factors that influence platform governance using four digital platform businesses and their commercial environment (Zhang, Liu & Chen, 2022). The outcome demonstrates that the platform firms' niche and their position in the retail environment are directly tied to the attainment of platform dominance. The four influencing components of platform management are the architectural foundations, connectivity and coordinating, innovation directing, and integrative development. Platform companies operate as the ecosphere creator, coordination, manager, and organizer. Platform architectural style, configuration base, proprietary information, and cell service make up the architect's foundation. At the same time, correlation and cooperation are composed of five variables: engaging, collaborative project, intergovernmental user correlation, knowledge matching, neutral adjudication, and mutualistic. Investment in investigations and advancement, common elements, supplementary innovative thinking, cross-border lookup, and benchmark make up the advancement leading.

The circular business strives to reduce the number of resources that go into the economies many administrative components and waste and emission outcomes. This can help businesses

function better financially and sustainably (Kanda, Geissdoerfer & Hjelm, 2021). The circular marketing strategy is now the most common unit of study at the company level to examine the industrial application of the idea. The analysis of nine Swedish bioenergy firms and one subsidiary company reveals several core concepts that question this strategy. The comparing case study suggests that circular environments are better to reflect the intense collaboration between many partners required to implement circular networks. In particular, if value chain connectivity is minimal, this improves the appropriateness of assessing, designing, and explaining resource efficiency solutions on an institutional level. In the framework of recycling and reuse, an environmental viewpoint might assist entrepreneurship and creativity. In the current discussions on the emergence of an innovation environment, the idea of an environment is the key (Cohendet, Simon & Mehouachi, 2021). By defining the differences between the existing idea of "existing organizations" and the emergent concept of the "environment of creativity," the research adds to these discussions in this article. Rewriting the chronological evolution of the Montreal computer game group, the research contend that the interactions of technology development and formation in "ecologies of advancement" require adopting a wider perspective and addressing information flow between a variety of company ecologies as well as between a company landscape and less formalized areas devoted solely to expertise production and discovery. The study ends by arguing that "environments of invention" and "industrial ecology" are complementary and that the various talent paths of these ecologies exemplify the innovative conflicts between the formalized and unstructured loci of information production.

2.5 Decision-making in leadership in the Indian ecosystem

This essay investigates leadership practices and how they affect the emphasis on Total Quality Management (TQM) in Indian businesses (Kumar & Sharma, 2018). To test the credibility and consistency of the independent factors (leadership styles: transformative, servant, adaptable, intellectual, and haptic), as well as two dependent concepts, experimental data for this research were collected from a survey of 111 Indian businesses (TQM focuses: continuous improvements and innovations). Comparison and multivariate regression were used to evaluate the data to determine how leadership styles affected the TQM emphasis. According to the study, six assumptions have a substantial and favorable link with the TQM

emphasis; two other assumptions have no such connection. One hypothesis is only partially related to the TQM emphasis. Additionally, it has been discovered that transformational leadership is seen as more dominating TQM implementation than creativity and is more oriented toward continuous development.

This study aims to determine if gender equality on boards influences financial success (Duppati et al., 2020). This research selects two nations for its investigation, one of which has a soft law strategy for female representation on company boards (Malaysia) and the other that has mandated criteria (India). In doing so, it determines if the listed companies of the two nations may be compared. The findings imply that the financial success of the enterprises in both nations is positively and significantly impacted by female representation. Even yet, it doesn't appear that the gender variety of the other impacts one country's growth potential. Furthermore, the findings show that when the population is split into five data points for the enterprises in these two nations, the board features positively and substantially impact productivity. These results are relevant to the stewardship concept, resource dependence theory, and management judgment.

India is experiencing fast urbanization due to the rise in urban population. That severely hampers the process of urban redevelopment. In line with the Government of India's ambition to construct intelligent city initiatives, this study seeks to establish a paradigm for urban rejuvenation for the growth of Indian towns (Manupati, Ramkumar & Samanta, 2018). The research document seven criteria and 27 sub-criteria, majorly from the research connected to socio-technological viewpoints to direct activities related to managing urban environments and improve policy-maker judgments and scientific investigation in this sector. The research provides a Multi-Criteria Decision-Making (MCDM) technique based on Decision Making Test. Assessment Laboratories established Analytic Network Method to manage the connections among the selected criteria and sub-criteria. An actual case study illustrates the efficacy of the suggested technique for urban redevelopment in Southern India. Lastly, the article shows how the outcomes will assist decision-makers in southern India with urban regeneration.

This paper aims to explore the impact of CEO gender on Indian enterprises' productivity and to describe the financial mechanism underlying any such implications. The author assesses if

there is a substantial variation in the profitability of businesses with men vs. women CEOs in both period and space directions, using a sample of 100 Indian enterprises, defined as Return On Accounts (ROA) and earnings per share (Jadiyappa et al., 2019). After a woman becomes CEO, the sampling companies' ROA declines by roughly 10% on average. Both data series and cross-sectional analysis show that this finding is still unfavorable. When ROE gauges success, the reduction is also seen. The investigators demonstrate that adverse impact is linked to an increase in contractor expenses after hiring a female CEO.

The most efficient leadership approach is Transformative Leadership (TL). This study aims to explore how lecturers in the sample institutions feel about their academic leaders' TL and to research the effects of demographic factors on TL (Baba, 2022). Both descriptive and inferential analytics were used to examine the data obtained, and both primary and secondary information were used to gather the article's information. The measuring instruments utilized in the investigation were from the research and already-validated scales. On a total population of 719, descriptive statistics were used to determine the descriptive data across several demographic factors. Gender, age, title, and training were some of the demographic characteristics the research considered. The findings showed that lecturers at the sample institutions had an above-average perception of their educational leadership' TL and are now generally content with it.

The research investigates the connection between management style, strategic adaptability, and business success (Shalender & Yadav, 2019). The study links management character and dynamic capabilities using the five-personality framework. Furthermore, the research article suggests that dynamic capabilities moderate the association between manager personality and company performance. The empirical study uses a sample of 162 executives from various vehicle manufacturers. The initial study results emphasize managers' personalities' crucial role in determining the business's strategic course and success. The current study adds to the body of knowledge by describing how each character trait either promotes or prevents the emergence of dynamic capabilities in an organization.

The top significant Business Data-Driven Circular Economics (BDDCE) methods in the auto-component business are identified and ranked in the current study using a sizeable collective judgment approach (Kamble et al., 2021). The judgment in three teams, namely the buying,

production, and transportation & marketing functions from the automotive creating business, providing information about the BDDCE procedures. The judgment weights were determined using the percentages distributed and subjective weights once the group's agreement on the BDDCE procedures had been established. The dominance percentages on evaluations of the BDDCE practices were then calculated and ranked using the PROMETHEE II approach. The results showed that judgment in the auto element business sector favored and nationally regarded BDDCE procedures. They were more oriented towards strengthening internal integrated supply chains over those that improved supplier and client interactions, such as green procurement, selling off inventories, and creating recycling programs for components and goods. The top-rated BDDCE techniques were created to minimize the use of raw materials, planning for reuse and recycling, recovering materials and components, and lowering process wastage during the design phase.

The management of knowledge has grown in importance in the modern business environment. Additionally, businesses no longer operate only for the goal of making money. As a result, companies have been increasingly pressured to take socially and ecologically responsible measures. The current article sees the practice of information administration from several angles. The procedure is broken down into three components by the researchers, who also look at the effects on sustainability company performance (Akram et al., 2019). These components include effective learning, knowledge distribution, and response to knowledge. This essay also evaluates how empowered leadership affects the interactions between the various organizational learning elements. Due to the increasing call for giving workers autonomy and freedom, participative leadership has come to hold a significant amount of prominence among other leadership traits. This article uses information gathered from Indian manufacturing companies to examine the hypothesis. The findings show a constructive interaction between organizational learning components and constructive moderation through strengthening leadership.

Productivity Measurement Systems (PMS) based on IT are now more widely used. Monitoring and evaluation in businesses have been profoundly affected by the growth of business analytics. A unique process-based paradigm is suggested in this research to allow an end-to-end analysis of innovation PMS deployment in an organization (Vallurupalli and

Bose, 2018). A significant manufacturing company in India has studied PMS deployment using the architecture. In addition to identifying key success elements in the deployment of PMS, the case analysis gives essential lessons on the design process, execution, and acceptance of a Business Intelligence (BI) based PMS. These lessons would've been helpful to businesses seeking to install a similar arrangement.

The competitive landscape, changing client demands, and a lack of natural resources have all made it difficult for industrial businesses to survive. To address such obstacles, manufacturing enterprises must use creative techniques. Manufacturing companies have used Lean Six Sigma as one of their primary business approaches to enhance operating performance. Scientists and operators are interested in improving sustainable productivity due to the combination of durability with Lean Six Sigma. Finding the drivers for a sustainable lean six sigma deployment is crucial for every manufacturing company. The current study aims to discover and assess Sustainable Lean Six Sigma accelerators (Parmar and Desai, 2020). The motivation for the present case study is the lack of exploration of the Sustainable Lean Six Sigma accelerators in Indian industrial businesses in previous research. The combination of research and expert comments allowed for identifying the factors that would facilitate the implementation of Sustainability Lean Six Sigma. An electrical components manufacturer evaluated the drivers for Sustained Lean Six Sigma deployment using a fuzzy decision-making trial and assessment laboratory approach. The causative diagram establishes the connections between the essential cause boosters and effect boosters. The group's preparedness to adopt a Sustainable Lean Six Sigma, environment control systems, and top leadership engagement and engagement were identified to be the two key enablers. One of the first studies to assess combined (Sustainable development and Lean Six Sigma) drivers for Sustained Lean Six Sigma adoption is the one being conducted now. By comprehending the friendships between the facilitators, this study's findings will help academics and practitioners adopt Sustainability Lean Six Sigma in industrial firms.

Leadership has long been linked to an institution's achievement or failure. A strong manager has several clearly defined qualities that influence whether a group's outcomes are acceptable or unpleasant. Over 100 different characteristics linked to good leadership have been found in research. The success factors of company executives in India's IT sector are investigated

in this research (Tiwari & Raman, 2022). Twenty-four executives from various Mumbai IT businesses work in in-depth conversations as part of the report's qualitative research method. Four attributes—analytical, personal, interpersonal, and tactical- were discovered through theme analysis and contributed to the functional abilities of the leadership. Integrity, spotting the appropriate people, work knowledge, and interpersonal and personality were the top 4 performance criteria for Indian company executives in the IT sector. These factors drove change initiatives as the dominating functional skill of the managers.

The professionalization of senior management leading family businesses has tremendous relevance when the business world transitions from entrepreneurship to commercial. Nevertheless, the degree to which business etiquette (virtues, social rules, objectives, and relations) remains untouched with the emergence of actively managed systems (people management system is a system). It will determine whether specialization is successful and whether the business's economic position (expected profits, customer base, and product lines) will continue to grow. The primary flaw in the prevalent school of thought on corporate administration is that it minimizes societal and cultural context-specific peculiarities, particularly in domestic enterprises' family relationships, traditions, and beliefs. These are essential to the operation and growth of the company (Pandit & Acharya, 2020). Consequently, it is critical to determine whether bringing in non-family professionals while maintaining a minimal ownership stake with family members can benefit the family firm. With this goal in mind, the current article looks into whether relatives and friends' choice to delegate administration and monitoring to non-family individuals will benefit the firm in the long term.

Poor management and the failure to adopt the proper management style are key factors of a business failure, given the type of organization and the employees. Despite weak leadership, societal and administrative problems including inadequate sustained production, low pay, unemployed, and environmental degradation persist. In a business world of variety that is constantly contracting called globalization, it is vital to focus more on cross-cultural leadership, which so many CEOs lack. Maintaining the traits of transformational leaders is particularly essential in an era of postsecondary learning and enhanced talents. To create a new and more helpful paradigm for top management, the writers of this study blend

transformative leadership with cross-cultural management styles (Bonsu & Twum-Danso, 2018). According to research based on scientific research, transformational cross-cultural management would be significantly more successful in the 21st century as a result of improved capacities and better data transmission. Cross-cultural transformative leadership is the forward method for both management structure and management.

The research builds and deploys a critical appraisal approach to discover and comprehend how peer-reviewed research characterizes Indigenous persons' engagement in global maritime administration and decision-making practices regarding equality and fairness (Parsons, Taylor & Crease, 2021). Utilizing the conceptual framework of ecological protection, the study searched the consensus English-language study publications published between February 2018 and October 2022 for instances of Indigenous persons' participation in maritime leadership and administration. The preponderance of these investigations showed that Indigenous persons had suffered ecological unfairness connected to current maritime administration and maintenance, particularly in the context of unfair decision-making processes related to the creation and maintenance of marine restricted zones. Nevertheless, there are intervals in the existing research, such as the noteworthy lack of research examining Indigenous female and other sexual minorities' engagement in maritime development and administration and the dearth of research regarding Indigenous persons who live in Eurasia, Alaska, Siberia, and Africa. Additional research is required to investigate cooperative and identity politics strategies, such as co-governance and founder and environment maintenance, and to crucially assess what creates inclusionary, fair and equal, and just maritime oversight and strategic planning procedures, procedures, and results for various Indigenous persons inhabiting various social-ecological processes.

In this work, the researchers investigate the factors that enable an innovation environment to be adaptive in times of need (Sahasranamam & Soundararajan, 2022). Using ideas from strategic decision-making and institutionalist research, the research investigated the innovative environment in Kerala (India) through disasters that resulted in two emergency-focused inventions, KeralaRescue and CoronaSafe (created for COVID-19). Researchers discovered the adoption of three meta-agility skills by the innovative environment, including eco-centric strategy awareness, eco-centric material flexibility, and eco-centric supporting

structure, which rendered it adaptive during disasters. The research discovered that cognitive, physical, and metaphorical organizational structures made it easier to put these eco-centric tactical flexibility meta-capabilities into practice inside the innovative environment during the crisis. The study makes theoretical advancements in innovative environments and activity, producing consequences for entrepreneurs and decision-makers working on COVID-19 and other emergency-related initiatives.

In India's business sectors, sustainability is becoming more important as stockholders give it more thought regarding resource use and minimizing ecological effects. With the help of Sustainable Supply Chain Monitoring (SSCM), businesses may obtain several long-term competitive advantages and solve various ecological administration issues. In this study, the authors develop an integrated decision-making framework for SSCM in the Indian environment that considers various sustainability initiatives, interactions, laws, and the factors that affect each (Rajesh, 2020). An original flow concept is used to build a network approach, and the Analytic Hierarchy Process (AHP) was used to determine the factor relative weights using the pairwise comparison approach. Subsequently, the Analytic Network Procedure (ANP) was used to compare several schemes before putting a certain SSCM technique into practice. The authors evaluate two different schemes for sustainability in reality and based on the findings, they find that Plan 2 outperforms Plan 1 in terms of sustainable characteristics. The normalization of environmentally friendly technology and the scale of the green market also step out as crucial variables for the case distribution chain, according to the factor weightage. AHP and ANP outcomes were compared to those from Technique for Order Performance by Similarity to Ideal Solution (TOPSIS), two additional widely used multi-criteria decision-making procedures, and the accuracy findings were examined. The research also performs a risk assessment of the outcomes. The survey's conclusions have ramifications for management decision-making by successfully assessing alternative deployment strategies for their sustainable potential.

2.6 Overview

The literature analysis shows that the available methods illustrate the different decision-making models and leadership skills in the business decision-making model. It was discovered that senior and first-level executives often have major disparities in their

leadership philosophies, but neither senior nor midlevel executives nor first and second-level executives do. According to several researches on leadership, a hierarchical structure does not develop understanding.

The research demonstrates disagreement on the connection between organizational hierarchy and management style. In Indian organizations with relatively few documented publications on this topic, the current study is intended to determine whether there are variations in management styles throughout hierarchy levels.

The purpose of the study is to evaluate some of the assertions taken regarding the authentic management hypothesis in a private company in India, to comprehend how workers view their manager and how that manager sees himself in his workplace, and to determine whether this has an impact on internal information exchange. The study will also offer some insightful information on the businesses inside the communicating platform's advantages and disadvantages. The second goal of the research is to examine the relationship between corporate commitment and communicative satisfaction characteristics.

The existing models in Indian business didn't consider all the environmental and supply chain models to enhance the outcomes. Therefore, better leadership decision-making models are needed for the Indian business ecosystem.

CHAPTER III: METHODOLOGY

The most common methodology for the psychological and social study is questionnaire interviews. It has always been the practice for investigators to select questionnaire tools verified in prior studies and/or settings. Many academics have argued for assessing the applicability of survey instruments in various situations in opposition to this approach. This is especially true for global managerial study, as cultural variables may prevent the use of questionnaire surveys that were (primarily) established for use with western populations. To fill this vacuum, the current study examines the reliability of India's Decision-Making Style (DMS) inventories.

Studies have demonstrated that an individual's problem-solving and decision-making abilities are impacted by their behavioral, interpersonal, emotional, and administrative elements. The decision-making procedure is a crucial component of management existence, thus it's critical to comprehend why various executives handle it in various ways. One topic is the decision-making method, or how executives access, interpret and interpret the data

linked to choice. To increase the efficacy of workers' choices and enhance their productivity, it is crucial to concentrate on comprehending their decision-making style. Despite the significance of decision-making style in companies, there is a dearth of studies in this area. The decision-making style stands for diversity in problem-solving methods. The terms "cognitive variety," "psychological variety," and "problem-solving variety" have all been used in research to describe decision-making themes. The structure for comprehending the idea of decision style is provided by all of these ideas, which concern how people receive and assess information linked to decision-making. These words have been used indiscriminately by scientists. Because management in today's worldwide economy collaborates with overseas colleagues, several decision-making styles must be integrated. Effective communication between executives from various nations is essential given the growing globalization of commerce. The way executives think internationally may be a major issue in this regard. The greatest teams are typically composed of people with complementary learning abilities, and executives from various cultural backgrounds may be educated to recognize, adapt, and modify these strategies. Knowing the decision-making style of various executives worldwide provides insight into their decision-making preferences and skills. The current research tests leadership decision-making skills especially in the Indian business environment using surveys and questionnaires in different hierarchies.

In terms of job happiness, interpersonal connections, employment status, and the willingness to put in the necessary effort to achieve any organization's objectives, types of leaders are significant. Numerous studies on leadership have concentrated solely on executives at the highest levels of organizations. That occurred because, until lately, it was believed that middle-level and first-level executives had considerably fewer responsibilities to play in the organization's success. The growth of all levels of leadership has become crucial for organizational performance due to changes in corporate architecture and the usage of empowerment. However, little information is available on research on management behavior in India; given the prominent significance that managing style plays in business. The current study explores management behaviors and techniques at various levels in Indian organizations. It was discovered that there were notable disparities in the management philosophies throughout the organizations.

3.1 Overview of the Research Problem

This section examines the relationship between Leadership Style (LS) and Decision-Making Style (DMS) among Indian industrial managers (Al Khajeh, 2018). Leaders from the government and private segments of Indian industrial organizations made up the population for this research. The responders were lower, medium, and senior managers and executives active in management and judgment roles. The study issues were furthered using correlation, analysis, and ANOVA (Meyners and Hasted, 2021). Indian industrial Chief Education Officers (CEOs) displayed the most reasonable and least untrusting behavior in their DMS. While transaction managers are seen as reliant and affordable, transformative leaders are found to be logical. The laissez-faire attitude is associated with interaction-dependent and avoidant approaches and avoidant judgment. Self-serving biases and common technique variance are drawbacks of the cross-sectional research project. Fortunately, a statistical technique has addressed this issue. The study has significant ramifications for Indian managers working on judgment and LSs.

Every person's action begins with a choice, a mental activity. However, this study focuses on the relationships between management approaches and decision-making from an environmental perspective rather than on the decision-making process directly. It must be clarified if particular management methods are decision impacts or the inverse. A study void has been found in the publications regarding the causal connections between choices and organization characteristics. Increasing emphasis has been given to organizational approaches relating to ecological concerns, while there is knowledge of approach implementation hurdles in the decision-making procedure in the research journals. The prevalent viewpoint in research journals uses the working practices as analogies. There needs to be a thorough examination of companies in terms of the connections between leadership approaches and choices. Thus, the current research addressed the accompanying study questions: in a pro-ecological framework, is the management approach a foundation for decision-making or a result of the judgments? This research's main objective is to respond to this academic query, which represents the gap in the literature that has been identified.

This study review provides the presumptions for future studies by examining the relevant decision-making procedure elements, the possibilities, and the important green decision-

makers. As a result, this research outlines a few of the greatest popular management approaches and the variables that should be considered when making decisions from a perspective of environmental growth and specific market. This report conducts an extensive literature analysis to provide for future study with public administrative bodies and organizations focused on their working practices and relationships with one another in the area of pro-ecological policies and renewable generation expenditures.

The following is how this study adds to the corpus of research already in existence. In contrast to being an outcome or an impact of the decision-making procedure in the environmental environment, the study contends that managerial style is more essential to the procedure. The research used numbers and a model for a pro-ecological sustainability business strategy to show the findings. Many exogenous (inside) corporate characteristics impact executives' decision-making ability. This strategy permits organizational adjustments and the development of new management techniques. Some of the most crucial variables fostering a company's structure (with shared opinions, beliefs, and concepts) are relevant to the company's performance in the shifting economic ecosystem. Another addition is that the research results validated the pro-ecological policy method and enabled leadership decision-making to establish its premises for future study. The current research test leadership decision-making skills especially in the Indian business environment using surveys and questionnaires in different hierarchies.

Additionally, it describes the industrial executives' judgment practices in depth, indicating the advantages and disadvantages of various judgment approaches. This section adds to the body of knowledge about leadership and judgment. No such research in the context of the Indian industry has been documented in recent decades. There aren't many contradictory and helpful results in this study either.

3.1.1 Methodology and Sample Design

The theoretical constructs in Indian business organizations with sample design and other relevant details are discussed in this section. The subsequent research methodology was used in the study to examine the commonalities and variations in the management styles of executives across hierarchy levels in Indian organizations. The information was gathered using the Inventory of Management Styles, 3-D Theory, and introduced (Zhang, Huang and

Yuan, 2021).

Several leadership philosophies deal with either interpersonal or task orientation. Effectiveness is a societal responsibility for managers, and the authors established an important metric along with task and people orientations. They think that all leaders can be measured with three-yard stakes. The author identifies eight styles based on this. The eight styles suggested are used in the current investigation.

Eight management styles may be categorized according to how much a leader possesses each trait.

1. The first one is the fugitive, who possesses none or just one of these three traits;
2. The only efficient bureaucracy;
3. The evangelist who prioritizes relationships above all else;
4. Producers who put connections and effectiveness first;
5. The missionary, who solely values connections;
6. The good-natured autocrat who is efficient and goal-oriented;
7. The Compromiser, who prioritizes both connections and tasks;
8. Democracy possesses each of the three qualities.

The survey was changed in response to pilot research with 300 participants accessed from SPSS data (Sallis et al., 2021). The survey asked about ten factors: strategy, data collecting, administration, assessment, adaptability, disputes, restrictions, interactions, supervisors, and employees. Eight assertions from each management type - democratic, benign autocratic, innovator, bureaucracy, dealmaker, autocratic, evangelist, and deserter – made up each degree. Consequently, there were 80 assertions in all. The characteristics covered by this study encompass the majority of management trajectories used by managers in accomplishing personal or organizational objectives daily.

Four governmental and seven private manufacturing areas made up the study's sampling, selected from ten totals. These big, well-known companies used a global strategy for employee selection, recruiting, and makeup.

First, 300 participants were selected by stratified random selection for the research. A final random sample of 250 was obtained after the replies were disregarded due to uniformity and authenticity in the processing step.

The participants were instructed to read the eight assertions for each dimension and give a maximum of four views of 10 points each. The participants had a good range of options, from selecting one item to choosing four assertions. The amount to which a given statement represents the participant's role behavior while performing his work is reflected in the points shown. The ratings served as the basis for assigning the rankings. Additionally, a percent assessment was done. The relationship between the dependent and uncontrolled parameters was investigated using a two-way variation analysis conducted by ranks.

The governmental sector accounted for 200 of the 300 participants (66.6%), while the private sector accounted for 100 (33.3%) of the total. Due to a higher percentage of their comments being disqualified, the private sector received fewer participants. Upper executives represented 30% of responders, managers represented 70%, and managers represented 300. Regarding age, 20 percent of participants were 40 years old or older, 30 percent were between the ages of 30 and 40, and 50 percent were between the ages of 30 and below.

3.2 Research Purpose and Questions

This research will focus on management, specifically transactional, transformative, and laissez-faire governance with judgment, judgment processes, processes, and models (Altig *et al.*, 2020). Additionally, it will concentrate on how the decision in new companies on the Indian subcontinent relates to leadership styles, including commercial, transformative, and laissez-faire management, followed by suggestions.

The following study objectives were developed based on a survey of theoretical and empirical discourses on startup companies and leadership judgment designs:

1. What are the challenges presented by leadership judgment styles?
2. How do the problem-solving approaches used in new businesses contrast from the judgment methods used by leaders?
3. What conditions favor the adoption of effective judgment techniques by leaders?

The investigator thought that the responses to the abovementioned issues and others that have come up during this research would offer significant and practical insights to corporate leaders and managers in their judgment procedures. Administrative choices are crucial to a leader's success, yet there are occasions when making them can be difficult, perplexing, or even scary. The safest options, nevertheless, are the most courageous.

3.3 Research Design

Since a group produces better judgments than a single individual owing to the constrained rationality impact of a decision, judgment is more frequently a collective activity than a single individual effort, whether cognitively or physically. Decisions theory was developed in 1960 by Harvard School of Business professors Raiffa and Schlaife (Vilela, Oluyemi & Petrovski, 2020). A well-known and advanced topic of corporate management, sound decision is now the focus of study in systems studies and strategy formulation.

When the current research makes that choice, the present section produces judgments, which is how decisions may be characterized as a collection of options amongst potential solutions. Making decisions is a mental process involving choosing between alternatives, choices, or courses of action. From a theoretical perspective, making decisions is intelligent and logical. Selections are made using predetermined standards or plans. Judgment in commerce is a less precise process impacted by various elements, including context, beliefs, conventions, and objectives. A concordance test determines whether subjective factors relating to the judgment and the anticipated effects of multiple alternatives or actions match. Due to their complex, complete structures, associations with many goals, unpredictability, and relationships with several participants, judgment problems necessitate the evaluation of numerous issues and aspects. As a result, they are becoming increasingly complex.

Making decisions and fixing difficulties are both components of making choices. In a larger sense, managing an organization entails establishing objectives, finding methods to meet them, and determining the company's destiny. In managerial judgment, decisions are made consciously and logically rather than arbitrarily (Kazimieras Zavadskas, Antucheviciene & Chatterjee, 2018). Choosing the appropriate option should come before making any decisions. Such a choice is supported by pertinent knowledge and yields the desired outcomes. Making a choice is a process, not an instantaneous selection. Although the piece is significant, most

people focus on its development. The methods are not characterized in the literature on judgment. The effect of intellect, intuition, practical wisdom and luck distorts the evaluation of the judicial processes. To handle the complexity of judgment difficulties and assist in reaching a choice, institutions utilize classification trees, decision theory, modeling techniques, and different kinds of decision assistance. Furthermore, it is presently stressed how important it is to combine managerial with psychological characteristics in judgment.

When several options are available, decisions must be taken in the Indian business ecosystem. Choosing a course of action from a range of feasible alternatives is one approach. The attainment of the company's success, resources, and rules in place, projected impacts, and anticipated advantages should all be considered when choosing a variation. It thoroughly presents the conflict between the approach to managerial and judgment process importance. The judgment chain is depicted in this diagram as a judgment procedure and its outcomes. Both factors to the company and the surroundings are considered at the exit or before reaching a choice. After choosing a course of action, the organization can evaluate the results at the entrance (positives or negatives).

The research depicts a cycle of critical, crucial judgment phases. Decision analysis often comes before judgment. The section can comprehend the issue better thanks to the analysis process. Making decisions comes before the gathering, choosing, and analyzing data. As a result, the judgment should gather the information influencing their choice. That offers a structure that will aid in defining and formulating the conclusion. The evaluation of the circumstance or issue serves as the beginning point.

The present research suggested expanding the stages of the judgment procedure with the managerial style, assuming that the executive type affects judgment. It offers an unconventional viewpoint on the selection process. The research presumes that administrative practices significantly impact decisions when implementing pro-environmental tactics.

3.4 Management Style

Organizational management practices have evolved dramatically over time. Companies must adjust employment policies and the climate of interpersonal relationships to meet the demands of communities as an economic climate that serves as a resource for clients

and businesses. The environment and circumstances at work affect organizational effectiveness and raise the industry's level of market competition. That improves the group's status and image while yielding greater financial returns.

The research used the relatively recent Laloux idea and its broad application to examine the culture of modern organizations (Dereń & Skonieczny, 2019). Each leadership approach includes specific actions, conduct, rituals, and shared values, and critical innovations and descriptions of each leadership style's key characteristics are provided. The analogies employed are displayed in color, from one of the most basic structures (red) to the most sophisticated (teal). Both are depicted by various simple hues, ranging from the most basic to the most complex. For instance, orange is produced when red and yellow are combined. Color metaphors and leading metaphors have a close relationship. Based on the whim of its leader, the red organization behaves like a pack of wolves. The implementation of such a will is met with opposition or rejection, which results in "bloody" retribution. Therefore, the company and organization characteristics are both represented by this color analogy. When comparing the broad connections between the implementation of "brown" and "greenish" (pro-ecological) approaches by the various companies represented by the multiple hues, there are apparent disparities. The divide between brown (predicted by the linear method and resource-intensive, based on the use of fossil fuels) and green markets green is a synonym for sustainability, ecologically, and pro-environmental—is the basis for the specified colours of the approaches.



Fig 5. Leadership and business management model in the Indian ecosystem

The leadership and business management model in the Indian ecosystem is illustrated in Fig. 1. Management style and organizational cultures are used to produce leadership and managerial functions. As said, some firms can choose to alter their working practices, while others cannot. The likelihood of a change relies on internal and external variables, the group's declaration of the necessity for transformation, and an individual's understanding of the possibilities of a healthier, pro-ecological shift.

The research can identify variables that may affect the likelihood of altering the leadership style. The first is the business or activity's level of specialization. That significantly affects the group's "color" or imagery. As indicated in the instances above, not all industries use the leadership style currently in use. Change in leadership style can be difficult for several factors. The most significant factor appears to be the absence of change requirements: "The research does not adapt since it should not." These businesses employ a management approach that aligns with their provisions, objectives, and tactics. Equally crucial is the managerial approach's track record of success, which has enabled it to endure and grow. Changes in the surroundings have little significance for this form of structure. It might be considered that even global developments have little effect on the firm's leadership style. The management approach affects the overall performance. The ecological policy can be carried out proactively or reactively. Reactive and brown strategies, where businesses take limited action in response to external demand to develop an environmental plan, are determined by red and orange

approaches. The brown process continues to contradict green and turquoise management techniques. As a result, the business's aims, management, and receptivity to novel concepts and circumstances for sustainability growth reflect an active, flexible attitude to sustainability policy.

3.5 Management Styles as Differentiating Variables of Managerial Decision

The research indicates that judgment involves a cognitive component. It describes how a person tackles a problem and uses the data to get to a conclusion. Thus according to the study, intuition and feelings are crucial factors in a management's judgments, and subsequent research articles have supported this. These findings suggested a new line of inquiry where behavioral factors unrelated to knowledge and expertise significantly influence decisions. The reflective process and reasoning skills of judgment substantially influence judgment. Core Style Executive (CSE), another trait that affects judgment, is a feature. CSE is developed at a normal range, allowing individuals to escape the optimism trap and influencing the attainment of better outcomes.

Quick judgment employs a lot of information and generates many potential options. The capacity to combine tactical strategies with strategic conclusions affects how quickly decisions are made. Because the changes are so profound and it is difficult to forecast their trajectory, creating a tactical decision in a volatile climate is challenging. The "Wait and See" approach, which entails watching how events play out or comparing other judgments, is the best method to prevent making the incorrect choice. The research provides the results on the relationships between leadership style and decisions.

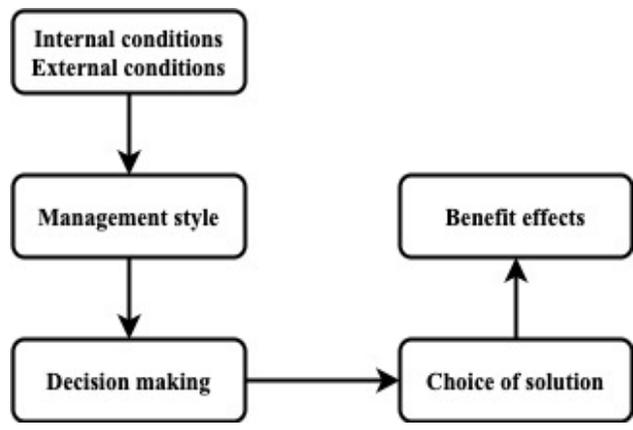


Fig. 6. Leadership decision-making skill flow in the Indian business environment

The leadership decision-making skill flow in the Indian business environment is depicted in Fig. 2. The Indian business environment is analyzed using internal and external conditions of the business model. The management style is adjusted and related to the Indian business environment. The best decision-making skills and models are chosen to get better results in business models. The best solution is found and used to benefit the effects of leadership decision-making skills in the Indian environment.

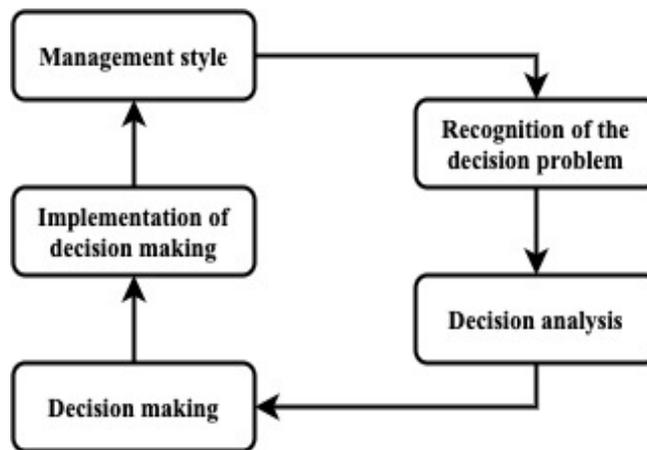


Fig. 7. Leadership decision-making problem-solving model in the Indian business environment

The leadership decision-making problem-solving model in the Indian business environment is expressed in Fig. 3. Management style is analyzed and better decision-making skills are implemented. The decision-making model is used to make available different leadership decisions. Based on the decision models, better leadership decisions are recognized and better results are chosen for the further process.

Theoretical research indicates that a managerial approach can affect decision-making. The situation can be the opposite when leadership style is shaped by judgment. The research discovered that leadership style more frequently influences that judgment. Examples of this may be found in industries like the red and amber taxonomy. These groups might be thought of as the antithesis of participative management. The article deals with "difficult rules," descriptive, indisputable, and constant leadership behaviors in these businesses.

3.6 Scale Design

The Multifactor Leadership Questionnaire (MLQ) is the foundation for assessing an intelligent leader's behavior. Over the past ten years, numerous international scholars have used this scale. In this research, a survey with a Likert-type five-point scale was used (Anjum, 2020). The responses were divided into "neither ever," "very seldom," "occasionally," "commonly," and "only ever" five levels to choose each group in turn based on the degree to which the respondent possessed proper management.

The "Organisation Innovation Environment Measurement Scale" is used when measuring innovative organizational climate. This scale is designed to assess the environment for innovation inside a company. It is broken down into organizational commitment, leader ambition, teamwork support, resources, work challenges, and autonomy. Three specific variables—leader ambition, job autonomy, and work challenge—are selected as the study's main contents. The Likert-type five-point scale is also used for this evaluation, with the levels being "never," "rarely," "occasionally," "often," and "ever." These levels were selected to reflect the accurate conceptual understanding of the improved organizational environment.

3.7 Population and Sample

Fifty managers from Indian industrial companies in the public and private sectors make up the study's sample (n=300) from SPSS data (Sallis et al., 2021). Setting production objectives for each sector is a measurable goal of industrial companies. These objectives are developed with sales forecasts determining the business's demand levels as manufacturing standards. Transportation projects sectors are crucial for economic growth and often expand at a rate that is twice as fast as Gross Domestic Product (GDP). Due to their rapid economic development and extensive press attention, Indian consumers seek higher-quality raw materials and quicker construction techniques. The use of traditional methods and materials is rapidly declining in the building sector—most buyers like high-quality items. Organizations must facilitate increased strength, velocity, and security. The organizations that participated in the survey produced construction and transportation technologies. Facilities investment companies in India need devoted planning, construction, and execution of a network of efficient and connected initiatives (examples: hydroelectric power, answered by respondents, etc.). The construction solutions (such as concrete, roofing sheeting, etc.) sector

had reached its peak over the previous ten years with India's robust economic expansion due to increased need.

The second-largest business in the world is in India, and there is still a ton of room for expansion. Companies that provide building solutions have improved their output and capacity to meet the rising demand. The leaders of these industrial companies must achieve integrated and effective expansion through appropriate guidance and choices. Their organizations picked the responders to participate in training courses on management growth. They held critical positions at the lowest, medium, and high executive ranks. The information was gathered throughout practice sessions, and ensured all queries were addressed during the response.

Since proper support was given for comprehending the purpose of the questions, the number of responses was 100%. Confidentiality was promised up front and kept later for the responders. The well-known survey approach is frequently employed in quantitative study methods to address research problems. The questionnaire is more informative than interviewing and watching people, as it captures respondents' perspectives and so aids in reaching more accurate findings. A similar breadth of data is gathered using question surveys, and having an investigator present during a face-to-face study aids in picking and sustaining participants' attention.

Additionally, the research improves the clarity of ambiguous terminology and expedites the timely collection of completed surveys. The majority of the 300 responders (35%) were from senior positions, followed by the middle (35%) and lesser (30%) tiers. The plurality (75%) came from the private industry, and the mean lifespan ranged from 30 to 40 years. In terms of yearly income in Indian National Rupees (INR), the majority made between 5 and 10 Lacs (35%) or up to 5 Lacs (35 percent). The typical experience ranged from 12 to 20 years. The bulk of them had academic qualifications (30 percent).

3.8 Participant Selection

The current study focused on executives employed by Indian companies—their voluntary involvement in the study. Senior, medium, and lower leadership-level professionals from various companies were included. The research concentrated on businesses with

minimal annual revenues of more than the Indian National Rupee (INR) 1 million since such sizable corporations are likely to have a range of managers. Online and in-person surveys were used to collect the answers. Five hundred supervisors made up the final population. The characteristics of the participants (n=300) are shown in Table 1.

Table 1. Gender distribution of the samples

Description		Gender		Total	Percentage
		Men	Women		
Age	Less than 20 years	40	30	70	23
	20 – 30 years	60	50	110	37
	30 – 40 years	30	30	60	20
	Over 40 years	20	40	60	20
	Total	150	150	300	200

The gender distribution of the samples is shown in Table 1. The samples are equally shared between men and women. The sample below 20 years is 23%, and the sample between 20 and 30 years is 37%. The 20% sample is consumed by the 30 to 40% and above 40% sample group.

The participants covered private (85%) and public (15%) sector organizations. Electricity and mines (5%), communication technology and IT-ITES (35%), industrial (45%), and communications (5%) were among the sectors. Men made up 50% of the population, while women made up 50%. Regarding educational attainment, 40% of responders had advanced degrees in management, while 20% had technical degrees. 30% of participants were senior-level management (defined as having more than 15 years of industry experience), 40% were

mid-level management (defined as having between 5 and 15 years of work experience), and 30% were lower-grade executives (with less than five years of work experiences). 50% of participants say a yearly income of up to INR 500,000; 30% reported an annual income of INR 500,000 to millions of dollars, and 20% reported annual revenue of more than INR 1 million.

3.9 Instrumentation

The Multifactor Leadership Questionnaire (MLQ), and the General Decision-Making Style (GDMS) scale, produced by the authors, was used as standardized data collection measures (Komarova et al., 2019).



Fig. 8. Relationship between leadership and decision-making models

The relationship between leadership and decision-making models in the Indian business environment is shown in Fig. 4. The management and decision-making styles are interlinked to find better results. The 36 questions in the MLQ's measurement of transformative, interactional, and laissez faire LS are scored on a five-point scale from never to frequently. There are 20 elements used to assess the transformational approach, 12 for commercial and 8 for laissez-faire. According to the reliability assessment, the research graph's three different styling had Cronbach's alpha values from 0.70 to 0.80.

- I am constantly optimistic about the future and enjoy seeking answers to problems; these are just a few examples of the three LS (Transformational).

- I focus on the patterns of deviations, abnormalities, blunders, and conflicts, and when an activity's aim is successfully attained, I make sure that the person receiving it receives compensation (Transformational).
- When my presence is needed, I don't show up, and I avoid making decisions of any kind (Laissez Faire).
- The GDMS assesses DMS traits: reason, intuition, dependency, avoidance, and spontaneity. It consists of 25 total sample sizes, five of which are evaluated on a scale of 1 to 5 for each DMS (strongly disagree to strongly agree). For all DMS in the research collection, Cronbach's alpha value ranged from 0.60 to 0.70.

Here are some examples of test items for the five DMS:

- Before making judgments, I double-check my data resources to ensure I have the correct data (Rational).
- It matters more to me when I make a judgment that I believe is correct than if I have a good rationale (Intuitive).
- Making significant judgments is more manageable when I have other people's backing (Dependent). I put off making effective judgments until the need arises (Avoidant).
- I frequently make judgments on the fly (Spontaneous).

3.10 Data Collection Procedure

A letter of permission, the LS, and GDMS were provided to 500 managers, and executives were chosen randomly. The packages included a stamped before-return letter and a cover letter outlining the study's goals and advantages that applied to them. They were number tagged to keep track of responders. After 20 days, the responders were contacted to remind them of the significance of filling out the scales and returning them. Containers were distributed to an additional 200 students after 21 days. The gender-based disparities assumption was assigned a value of 1 for men and 2 for women when the results were categorized using the Likert - type scale. The SPSS 12.0 for Windows was used to enter and evaluate the data, and a 0.05 significance level was used.

3.11 Data Analysis

As previously mentioned, the SPSS version for Windows XP was used to evaluate

the data gathered from the devices. The investigator used numerous inferential and observational statistical approaches. Data analysis generated incidences, variance, standard deviation means, correlations, and proportions. The investigator used the two-way ANOVA and the Pearson association coefficients (Minelgaitė, Littrell & Škudienė, 2018).

For the first proposition, the Pearson similarity correlation was used to determine the connection between the two parameters, management style, and judgment. There will not be a strong connection between the favored judgment designs of top non-profit management (rational, straightforward, reliant, unexpected, and untrusting) and their chosen leadership styles (trying to sell, having to tell, deferring, and partaking). The alternate assumption claims that the non-profit executives' types of leaders (trying to sell, having to speak, waiting, and engaging) and various demographic characteristics (demographic characteristics). It differs significantly based on numerous aspects of judgment models (reasoned, easily interpretable, reliant, unexpected, and untrusting) and was tested using a two-way ANOVA.

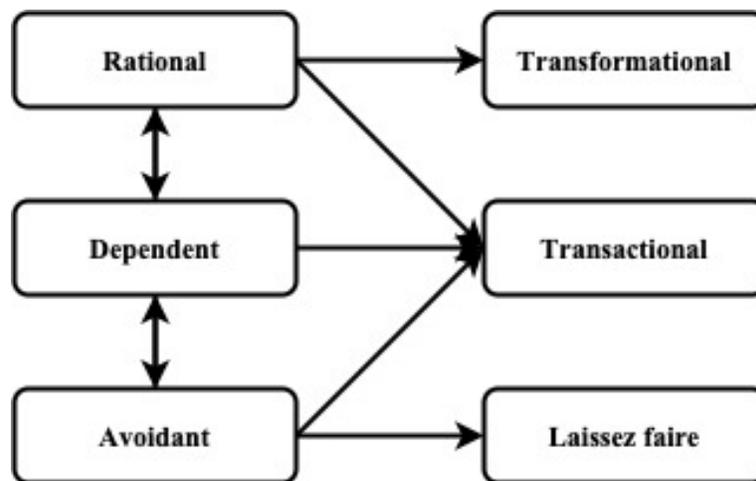


Fig. 9. Relationship between different leadership models

The relationship between different leadership models with decision-making models in the Indian business environment is shown in Fig. 5. The different models like and avoidant are interlinked to transformational, transactional, and laissez-faire models. These links are connected to find better results in the Indian business models.

In the framework of a pro-ecological approach, these strategic actions are connected to accountability and freedom, or elasticity and rigidity, and its leadership style. The phrase

"management style" is problematic, ill-defined, and ambiguous. Organization, planning, employment, excitement, management, communications, distribution of power, and other factors are all part of the leadership style. Furthermore, a manager's principles, views toward humans, and company culture have a role in their leadership style.

From a cognitive standpoint, the authors suggested taxonomy of judgment approaches. They identified four factors in the proposed hypothesis that control judgment style, including:

1. Directive fashion: related to dominance, clarity, and mental ease.
2. Analysis style—a reaction to problems marked by slow, systematic, and complicated cognitive processes.
3. Concept fashion on a romantic, people-centered, creative, accomplishment, and reward-based (such as praising and acknowledgment) approach.
4. Behavioral approach: This style is defined by mental minimalism and is people-oriented, middle ground, and a strong communicator.

The literature study used corporate culture traits like freedom and flexibility as the dimensions and judgment participation (and procedures). The managerial style is then introduced as a different axis.

Some variables influence the relationships between management style and judgment in an organization. Its key characteristics are the company's distinctiveness, heritage, and business sector. After analyzing the decision and managerial style findings, the research suggested a graphical representation of the judgment style diagrams. It anticipated that each of these types would uniquely influence judgment. There comes a time when the organization devolves into anarchy as liberty and suppleness drift infinitely with the range of decisions.

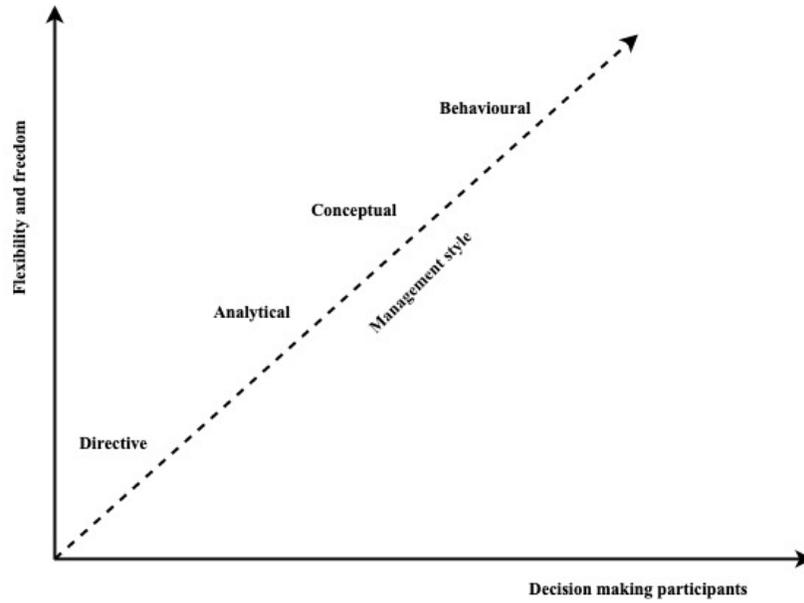


Fig. 10. Flexibility and freedom analysis in leadership decision-making

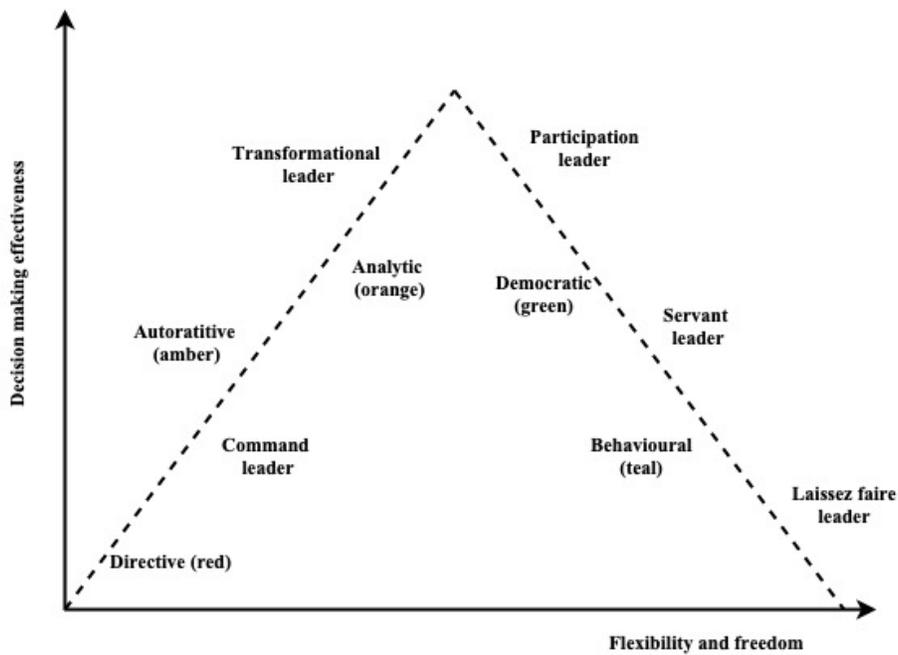


Fig. 11. Flexibility and freedom analysis in leadership decision-making effectiveness

Fig. 10 illustrates how the dimensions of freedom and versatility (y-axis) and the number of judgments cannot make both rises indefinitely (x-axis). The axes were then turned around to generate Fig. 11. (Yet, there is a distinction between judgment participation and efficiency). In conclusion, the quantity of participation in judgment and involvement are connected. If

there are too many judgments, the efficacy of the decision reaches a limit. This finding led us to propose Fig. 11, where the top point denotes the effectiveness's breaking point.

Efficiency, adaptability, and flexibility in judgment are constrained. There must be shared ideals and common goals for a team to function well and prevent anarchy in the workplace. Maintaining congruence between the style of management and corporate culture is another requirement. Creativity and liberty in applying the managerial style have no place in the proactive attitude. The analogy of the red management style might be used to explain this technique. Workers have no involvement in the decision-making procedure since it is only open to judgment.

In conclusion, each new judgment approach improves workers' and customers' versatility, independence, and involvement. Versatility, independence, and involvement in judgment are the most critical factors in the behavioral style of assessment. As shown in Fig. 7, the research provides a framework in this conceptual work to aid in identifying various judgment approaches.

A judgment styles diagram with two categories—decision-making efficacy and flexibility and freedom—is shown in Fig. 11. The research assumed that only companies with the necessary flexibility and independence could achieve a high degree of judgment efficacy. Agility and mobility should be at the ideal level, which should be neither too big nor too small. Companies aim towards this state, but it is challenging to acquire and sustain. The research matched the working practices to the decision-making approaches. Each judgment style was given a color based on the business philosophy categorization. The prescriptive and authoritarian style is characterized by low judgment efficacy, flexibility, and freedom.

It is common knowledge that different leaders operate with various managerial philosophies. They also produce diverse organizational cultures via their managerial approaches, one of the aspects of the company that scientific management has studied the most since it was first brought up for academic discussion. On the other side, numerous executives struggled to succeed in new firms due to ingrained organizational cultures or because their managerial style was unpopular. The effectiveness of critical choices affects performance and is crucial for businesses to survive. The choice elements of executive style then appear to be a compromise between authority and discretion, solid or unstable tactics.

People control these organizations. An organization where everyone rules—where no one is held accountable for the decisions made—is chaotic due to the low degree of judgment efficacy and tremendous freedom and versatility. The hues of green and teal stand in for these organizations. The managerial approach that emphasizes analysis, denoted in orange, is the most conducive to success. Significant degrees of flexibility and independence are possible with this approach and high judgment efficacy. The research determined that it is worthwhile to relate the study findings to organizational leadership in light of the research topic. Five different types of leaders might be identified using the judgment styles chart. The term "control manager" describes an authoritarian manager. Laissez-faire leadership is a type of teal conduct. Conversely, the servant leader represents a participatory, ecological management approach. A visionary leader and dynamic leadership refer to the orange analytical management style.

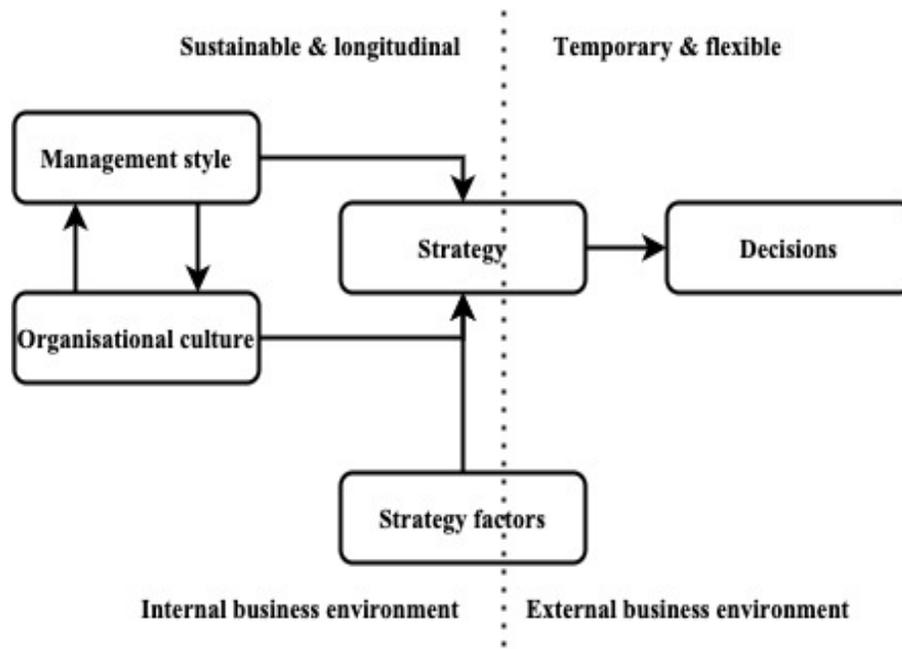


Fig. 12. Internal and external business environment analysis in the Indian business environment

Fig. 8 shows the internal and external business environment analysis in the Indian business environment. It summarizes the previously discussed principles for developing an environmentally friendly and pro-ecological approach that leads to environmentally friendly choices. The research used Worthington's description of all existing green initiatives as the

foundation for the suggested system. Such a mental model has two unequal aspects.

The group's whole internal business ecosystem and the outside factors influence where just a portion of the plan is shared, but all choices' repercussions are apparent outside the company. There are additional consequences relating to sustainability and the long-term nature of the organization's environment and leadership style, where change is gradual but impacts the green approach. In contrast, the right-hand side of Fig. 8 depicts the adaptable and narrow parts. The division line combines approach (there are sustained and transitory approaches) and variables that impact it, and both have domestic and foreign features.

3.12 Research Design Limitations

To the best of the latest understanding, the study described here is an initial attempt to thoroughly and empirical evidence start investigating the concepts and theories of startup companies' judgment style on the monetary achievement of SMEs while taking into account the mediating impact of entrepreneurial ecosphere factors (Naqshbandi, Tabche & Choudhary, 2018). The research is aware that the study and theoretical work have some limits. First, the research admits that the mediation impact of other entrepreneurship elements (which have not been taken into account in this study)) stays hidden due to the original study's emphasis on the regional entrepreneurship environment, social and business connections, and support mechanisms for higher education. Future studies might look at the impact of additional entrepreneurial elements such as the supply of human resources, support programs, equipment, and economic center, or they could look at the comprehensive overall impact of important entrepreneurial variables in a comparable research setting. The present study also had the limitation that future studies may consider the empirical correlation between founders' judgment methods and SMEs' non-financial success, as well as the mediating effects of essential entrepreneurship elements on this correlation. This report's cross-sectional design, which suffers from the inherent drawbacks of the survey strategy, was possibly its most significant flaw. Future long-term studies may be able to overcome this issue.

The findings of the current study suggest several intriguing areas for further research. Firstly, future studies should examine how macro-level issues and contextual elements affect business people's decisions. Future research may explicitly explore the proposed paths; nevertheless, various outcomes may follow from examining the factors and their interactions in other states.

However, there are certain benefits to adopting different types of organizations in different industries to seek better generalizability of results and internal consistency.

Nevertheless, focusing on a specific sector and organization may help future investigators recognize confounding factors. The setting of the SMEs analyzed may limit the findings' generalizability. The study's conclusions have limited generalizability because they focus on regional SMEs. Consequently, future scholars could discover that examining the characteristics and their connections across countries produces different outcomes.

The validity of the conclusions and the impact of commercial and social networks on these outcomes might be clarified by repeating this research in other regions or regional centres. Utilizing a single type of organization and a specific industry may help future investigators discover confounding variables even though there are certain internal validity benefits to doing so to seek broader generalizability of findings. Additionally, to determine whether judgment style is a valuable concept for developing information for decision-making, future research on judgment styles has to examine the relationship between judgment styles and behavioral elements demonstrated in realistic judgment activities, especially in the Indian business environment.

The author also acknowledges some data-related shortcomings the research anticipates being addressed by further study. Given the sample size, the research could not conduct a qualitative investigation.

The study's findings are predicated on 300 survey outcomes having taken a few steps (such as stratified sampling, pilot studies of the survey form, internal legitimacy, and divergent reliability analysis) to guarantee the constancy of the outcomes and to conquer bias (non-response and sampling bias) based on the SPSS data. As a result, care should be exercised when extrapolating research results to other geographic or cultural contexts.

3.13 Discussions

This study aimed to identify the key variables that affect organizational leadership judgment. This portion of the paper analyses the findings and considers pertinent literature to establish a pattern of significance for this research. In this study, four major themes came to light:

- (1) Listening abilities
- (2) Efficient communication
- (3) Social competence with teams, and
- (4) Trust and conversation.

The purpose of discussing these topics was to help successful organizations genuinely understand how judgment affects the workers in their companies.

The methods and components utilized to identify a pattern of significance and achieve results were the focused group members' tales and emotions. According to their comments, most respondents emphasized the need to consider the complexity and unpredictable nature of group decisions. Most of what some participants said about the investigator could be attributed to their positions. One of the Respondents, for instance, said that leadership bases their judgments on information, wisdom, and expertise. The study genuinely thinks that visionary leaders must be prepared to listen to their employees based on their years of managerial experience to make the most significant decisions. For the study, the connection process is the secret to achievement. The team's effectiveness in making good leadership decisions will increase with two-way communications in any firm in the Indian business environment.

Making management decisions may be difficult and stressful in today's demanding climate in practically every firm. Therefore, organizations need education in technologies, culturally diverse, and professional ethics to learn the ideal to follow and apply to routine and life-altering decisions in their organizations. Instead of being viewed as a position, management ought to be approached as an activity. In the context of this research, most agreed to it that Lewin's management philosophies, namely authoritarian, democratic, and lassie faire techniques of management making decisions procedures, are practical.

Others shared their expertise, insights, and perspectives as company leaders, and judgment raised severe concerns about the variables that affect leaders' decisions and behavioral patterns. The present research agrees that leading and managing business activities entail influence, administration, effective leadership, and transformation. They also recommended that representatives and executives concentrate on establishing and attaining their companies'

goals through project management, sharing accurate data among organizations, and maintaining a well-established order to achieve an objective. One of the participants mentioned this in this regard:

With each event in which you indeed pause to confront fear, you acquire strength, bravery, and confidence. Everywhere you see a flourishing enterprise; a bold choice was previously taken. The option the responder makes after a battle in life—one for which the responders are ultimately responsible—is a natural choice.

The majority of the contestants in this research are college intelligent in their specific fields. Still, it became clear from conversations and interviews with a few of them that they do not recognize the confidence and work that their organizations have put into their locations as executive representatives within the company. Additionally, some only consider the power that comes with their status rather than what they can accomplish by cooperating with their employees. They enact their power (control) on their subordinates by telling them what to do inside the company and making decisions without consulting them. According to this study, team dynamics and participatory management behavior are crucially relevant and significant in any corporate judgment. Most workers feel better at ease when involved in or given the opportunity to engage in organizational initiatives. The participant reported that he said:

When making organizational decisions, it's helpful to be open to discussion and the constructive sharing of relevant ideas and experiences. It enables innovative and seasoned employees to offer their insightful thoughts and priceless expertise to the judicial processes.

Even though making decisions is the foundation of all the research done, it is beneficial for leaders and managers to cultivate effective decision-making techniques within their teams. More significantly, encouraging free conversation and sharing new ideas at work may constantly improve employee job happiness. Strategizing, cost-benefit analysis, documented repair plans, and considering alternatives are only a few problem-solving techniques.

3.14 Conclusion

Making decisions affects human behavior in various spheres of private and professional life. Because this action is essential to life and occurs naturally, it is sometimes

likened to breathing. It must be noted that this concept, which relates judgment to economics and administration, is 60 years old. However, it is still relevant today, particularly in the context of the pro-ecological approach.

The research summarized management ideas in this work by contrasting judgment with leadership style. Earlier research on the judicial process has centered on analyzing the procedure and seeking clarifications on the following: What is the practice in which a substance? Is it moral, logical, sentimental, social, or information? Investigators concentrated on the different aspects that influenced judgment and their impacts, one of which was the requirement for sustainability and the preservation of the biological environment.

The present study concluded that culture and strategy are essential considerations when deciding green business tactics. The managerial style has received much attention in organizational and administration management studies. The research concluded that the impact of the judgment on judgment could not be questioned based on literary research and analysis results. Nevertheless, outside variables must be considered, including societal perceptions, market indicators, and environmental demands.

The notion of environmental sustainability then influences and is impacted by green initiatives or pro-ecological leadership behavior. Without question, the sustainable idea significantly affects business, but its effects on the leadership or management approaches and judgment are not well recognized.

In this study, the researchers assumed that a group's management style influences decisions. As a result, the section responded to the research question asked in the opening. The methods of administration that judgment uses in organizations impact how decisions are made. Judgment should alter in response to an alteration in managerial style, although this shift may or may not occur. Some businesses have not made long-term changes to their management strategies. Making decisions in this circumstance is also unchanged.

The contributions to the advancement of science clarify current debates about study themes, including management techniques, choice, society, and pro-ecological tactics. The research added some ideas and illustrations to the earlier literature reviews in which the research suggested a drawing-based approach to the researched topics. The research discussed how

managerial style and company culture relate, including leadership and supervisory responsibilities. The research added a judgment process that included factors, management styles, and their influence on the judgment chain.

The research highlighted the essential phases in this cycle of critical judgment stages. To illustrate which style is more suited to brown and green approaches, the research assessed the types of modern firms. The research conducted a theoretical study on the connection between leadership style and judgment in the concerns, and the results show that leadership style influences the judgment process in companies. The researchers constructed an analytical display style for decision-making that considers the influence of decision-makers and adaptability and freedom as elements influencing direct, analysis, intellectual, and behavioral leadership behaviors, based on the findings of a study by other authors.

The authors described a colour's judgment style using two characteristics, flexibility and liberty, together with judgment efficacy. The research clarified that the managerial style is centered on the ideal amount of freedom and independence. A conceptual framework for a pro-ecological strategic approach has been created in the research in the Indian business environment. This research suggested a model that blends managerial style, organization characteristics, green business practices, and decision-making in the Indian business environment.

The findings that were presented have numerous significant management ramifications. Dealing with the rationale of decision-making about a company's leadership style is a topic that is rarely covered in scientific studies. According to the research, there are two different kinds of circumstances. When leadership style affects judgment, this is the first instance. To continue the analogy, these organizations fall under the red, yellow, and orange categories. When choices dictate the managerial style, the research is in the second scenario. It is working with companies with green and turquoise types in this instance. It might be predicted that changing the management style will alter the tendency to make poor and negative judgments. It demonstrated how selecting a new management approach may cause a company to change. Such a development is feasible, mainly when judgment is conscious of the organization they aim for and the "color" they operate. They may now build a sustainable and pro-ecological thoughtful plan and work toward putting it into practice.

The assessments are intended to assist managers and business owners in forming a pro-ecological plan by helping them implement a judgment plan based on their leadership style. This section offers a framework for choosing a leadership style and putting it into practice. An intentional molding of the prediction and handling of the judgment organization is made possible by such knowledge of business administration.

Additionally, several recommendations are made for additional research focusing on the pro-ecological approach. One might concentrate their study on examining the variables that affect managers' judgment and what variables determine the firm's management style. By putting such knowledge into practice, the company's management may be shaped and the judgment process supported.

Discussing how these actions affected judgment and managerial style will be fascinating. One more thing to consider: How do judgment and leadership style affect how well an organization operates? These are issues that also concern the establishment of environmentally friendly strategies and business choices that support sustainable growth. That is because the inclusion of new assessment criteria ought to make it possible to choose the best management and judgment practices. It is essential to consider the customers while making decisions and managing teams. It is crucial to tailor the approach to management and judgment depending on the demands of the participants, especially in light of the new problems brought on by the degradation of the natural Indian business ecosystem. Regarding the current four pillars of sustainability, planet, collaboration, and profit—it is essential to consider the group's ecological management and environmental sustainability.

That should be considered that the company's interior is essential when analyzing the leadership style and judgment in firms adopting ecological policies. The approach and the workers' values, attitudes, and objectives must align. Outside the company, it will be clear that there is disconnect between managerial style and attitude and policy and judgment.

A circumstance like this might cause more severe harm to the business among the staff. It is challenging to overstate the importance of Human Resource Administration in firms interested in the environmental approaches method to training and developing green personnel. Professionals should then get green credentials.

The proper employees—those who fit in with the company and embrace its values and goals—are crucial to the success and legitimacy of green companies. Suppose the firm comprises individuals who separately and collectively reflect similar aims and values. In that case, such a match could be a component certifying the owner's status in a green business. The engagement in green initiatives ought to indicate a rise in corporate and worker "will to be greener." Therefore, this issue is not just current; it is also becoming increasingly important and valuable to business professionals and academics.

The following were the article's possible constraints:

- Elements related to the ecosystem include the on-going conflict in the research region.
- Language hurdle: A few participants had trouble understanding English properly.

3.15 Concluding Remarks

Making decisions affects human behavior in a variety of spheres of private and business lives. Because this action is essential to life and occurs naturally, it is frequently related to respiration. It must be noted that this concept, which relates decision-making to commerce and administration, is 65 years old, but it remains relevant today, particularly in the framework of the pro-ecological approach.

The study summarized management ideas in this work by contrasting decision-making with leadership style. Earlier research on the decision-making procedure has centered on analyzing the procedure and seeking clarifications on the following: What is the practice in which a substance? Is it moral, logical, sentimental, social, or data-driven? Studies concentrate on the different aspects that influenced decision-making and their impacts, one of which was the requirement for sustainability and the conservation of the physical ecosystem.

The present study led the researchers to conclude that culture and approach are important considerations when deciding green business tactics. The management approach has received a lot of interest in studies on corporate administration and leadership. The research concluded that decision-makers' impact on a judgment could not be disputed depending on research and analysis findings. Nevertheless, outside variables must be considered, including societal perceptions, market indicators, and ecological demands.

Green initiatives or pro-ecological methodological methodologies then influence the notion

of sustained growth. Without question, the sustainable idea has the greatest effect on the company, but its effects on managerial or organizational approaches and decision-making are only partially recognized.

In this study, the scholars assumed that an organization's leadership approach influences decisions. As a result, the research responded to the study subject posed in the introduction. The manner of leadership decision-making in the Indian business ecosystem is influenced by the various managerial approaches decision-makers use in companies. Decision-making should alter in response to an alteration in managerial style, although this shift may or may not occur. Certain firms have sometimes altered long-term managerial practices. Making decisions in this circumstance is indeed unchanged.

The findings that were reported have numerous significant management ramifications. Dealing with the rationale of decision-making about an institution's leadership approach is a topic that is rarely covered in a research journal. According to the present study, there are two different kinds of circumstances. When leadership style affects decision-making, this is the first instance. All those institutions fall under the red, yellow, and orange categories to continue the analogy. When choices dictate the leadership style, the results are in the second scenario. The data are working with companies' emerald and turquoise categories. It might be predicted that changing the leadership style will alter the tendency to make poor and negative judgments. In the current study, scholars have demonstrated how selecting a new leadership approach may cause a company to alter. Such a development is feasible, particularly when judgment is conscious of the institution they aim for and the "shade" they operate in. They may now build a sustainable and pro-ecological strategic method and work toward putting it into practice.

The research assessments are intended to assist executives and owners in forming a pro-ecological plan by assisting them in implementing a decision-making approach based on their management approach. This research offers a structure for choosing a management approach and putting it into practice. An intentional molding of the strategies judgment of the decision-making structure is made possible by such an awareness of corporate administration. One may experiment with various approaches and mold companies to suit their objectives and requirements.

Additionally, several recommendations are made for additional research focusing on the pro-ecological approach. One might concentrate their study on examining the variables that affect executives' decision-making and what variables determine the firm's management style. By putting such knowledge into practice, the company's governance may be shaped and the decision-making processes supported. It will be fascinating to discuss how these actions affected decision-making and managerial style. One more thing to consider: How do decision-making and leadership approaches affect how well a company performs? These are issues that also concern the establishment of environmentally friendly strategies and business choices that support sustainable growth. This is because the inclusion of new assessment criteria ought to make it possible to choose the best leadership and decision-making practices. It is important to consider the stockholders while making decisions and managing teams. It is important to tailor the approach to organizational and decision-making depending on the demands of the stockholders, especially in light of the new problems brought on by the deterioration of the natural ecosystem. Regarding the current four aspects of sustained growth, environment, collaboration, and profit—it is important to consider the group's environmental management and environmental sustainability.

It should be considered that the inside of the company is important when analyzing the leadership structure and decision-making in firms adopting climate change policies. The sustainable approach and the workers' values, attitudes, and objectives must align. Outside the company, it will be clear there is disconnect between managerial personality and approach and green policy and decision-making. A circumstance like this might cause more serious harm to the business among the staff. It is challenging to overstate the importance of Sustainable Human Capital Administration in firms engaged in the environmental approaches method to training and developing green personnel workers should then get green credentials. The proper employees—those who fit in with the business and embrace its values and goals—are crucial to the success and legitimacy of sustainable companies. If the firm comprises individuals who separately and collectively reflect comparable aims and values, such matching could certify the worker's status in a sustainable company. The desire for environmentally friendly initiatives ought to indicate a rise in both corporate and worker "will to be sustainable." Consequently, this issue is not just current; it is also becoming increasingly important and valuable to industry professionals and scholars.

3.16 Recommendations

The recommendations based on the research analysis are listed below:

- Education in technology, culturally diverse, and professional ethics is essential for leaders since it helps them determine the appropriate model to use when making decisions as a leader.
- Managers must foster good connections in all enterprises that call for open, sincere, and reciprocal interaction.
- Effective leaders must be self-assured and proactive, listen, seek truthful data, be critical, and, when required, include their employees in the judgment process without acting rashly.
- Effective leaders keep the interests of all participants in when making decisions.
- They must demonstrate to supporters that they can admit mistakes and look for better action.
- Future study on "Leaders' judgment-making processes" is urgently needed.

CHAPTER IV: RESULTS

4.1 Results and Discussion

Making decisions has become one of the greatest flexible, continuing, difficult, and effective topics of leadership studies in business leadership and managing activities. Organizational Leadership Functions (OLF) is vital, difficult, unique, deceptive, and intricate. Too frequently, the research conflates leadership with factors like individual preferences and a position of power. Management must be comprehensive, continuing, purposeful, systematic, creative, constructive, persuasive, and goal-oriented. It is not just concerning the applicant or grouping of people's official status, authority, jurisdiction, conduct, personal attribute, set of important objectives, and appeal. It must be focused on achieving goals, achieving the vision and purpose, growing a team, succeeding, and earning money. This research aimed to comprehend better how organizational directors, executives, managers, and workers should make decisions on the procedures and efficacy of their companies to achieve their goals and be successful. Every business is a complicated, changing systemic structure; leadership must be aware of this. Each day, those in leadership roles must make difficult decisions. Leadership Decision-Making (LDM) is a crucial capability and resource for most corporate activities. Every company's ability to survive relies on how its leaders make judgments that impact every company member. These choices substantially influence the business in general and its long-term success since they result in a considerable investment of assets.

LDM is a continual process that involves selecting among the best available options and is connected to the systematic act of decision-making. Consequently, management must establish the ideal future, connect with that goal, and motivate employees to bring it about, notwithstanding the difficulties and hurdles present for them to comprehend the corporate decision-making procedure fully. Without competent leadership and management, today's enterprises would be in danger of survival. Therefore, managers must be knowledgeable in both areas. The greatest way to successfully manage and administer a business is to comprehend it in all of its components, as well as its development and success, and to base

all objective successes only on the business's purpose and vision.

Any company's performance is based on the choices its executives make. Consequently, wise choices contribute to the overall success of corporate activities. A decision consists of three parts: an objective, several paths to achieving the objective, and the choice of the preferable path. Essentially, the following six processes are involved in the procedure of generating judgments that would assist leaders and managers in companies in problem-solving: Identifying the issue, developing solutions, assessing them, making a decision, putting the answer into action, and monitoring it are the steps. One of the key tasks and responsibilities of management is making wise judgments. The above processes are crucial decision-making strategies that help business executives and administrators make wise choices in their private, corporate, and organizational lives. These processes assist leaders and supervisors in mapping out potential outcomes of choices, weighing various aspects, and selecting the best actions to take in their company's activities. Organizations should have effective leadership and great workers impacted by their policies and choices as they collaborate to realize strategic aspirations and targets. Due to the changing nature of the company, executives and managers must be aware of their performance goals, the range of their options, and the underlying risk associated with each judgment. Only then can they exercise effective management and make wise decisions.

The study results from the Indian Business Portal (IBP) domains on leadership styles and employee commitment are presented, analyzed, and interpreted in this chapter. The researcher employed quantities, proportions, and correlations to display the data in an easy-to-understand manner. In this section, the study primarily covered the participant profiles, authoritarian, democratic, and transformational leadership types, and their connections to worker loyalty. The scholar discussed them in light of the research's goals.

4.2 Objectives

Making decisions in the workplace is demanding for business leadership and administration. Finding the optimal method for decision-making and understanding how it operates in an organizational environment is another difficult task. Individuals make judgments on a variety of different topics in various situations. While some options are straightforward and look easy, others are difficult and need a multi-step process. In many

firms, effective LDM is about encouraging individuals to collaborate and achieve outcomes that may not normally arise or stop things from happening that would normally exist in a certain company. In every given environment, it entails influencing the ideas, feelings, emotions, and actions of others. It also requires leadership inventiveness, good judgment, observation, investigation, and problem appraisal. In other aspects, it is a mental process that involves picking a sensible alternative from the accessible ones to improve judgment in relation to organizational performance and goal achievement.

The study's main goal was to determine how IBP and Administrative Training personnel' commitment and leadership characteristics relate to one another. To achieve that goal, the researcher established the following goals:

- To determine the participants' age, sexual identity, degree of education, and duration of service with IBP.
- To investigate if there is an essential connection between autocratic leadership type and worker engagement at IBP.
- To ascertain how the democratic leadership type influences work engagement at IBP.
- To determine whether there is a strong correlation between worker engagement at IBP and transformative leadership type.
- Create a training plan based on the research's conclusions.

4.3 Profile of the Respondents

The research article's first goal was to determine the participants' demographics regarding their age, gender, standard of education, and duration of employment with the company.

Table 2. Gender distribution of the leadership decision-making SPSS samples

Description		Gender		Total	Percentage
		Men	Women		
Age	Less than 20 years	40	30	70	23

	20 – 30 years	60	50	110	37
	30 – 40 years	30	30	60	20
	Over 40 years	20	40	60	20
	Total	150	150	300	200

The gender distribution of the leadership decision-making SPSS samples is denoted in Table 2. The total sample consists of 50% samples from men and 50% data from women. Data equality is maintained in the SPSS data to analyze the leadership decision-making in the Indian business environment (Butler University, Indianapolis). The ratio of men and women for the category of below 20 years, 20 to 30 years, 30 to 40 years, and over 40 years are expressed as 4:3, 6:5, 3:3, and 2:4. The total SPSS data is categorized into different groups with 23%, 37%, 20% and 20% data in the group of below 20 years, 20 years to 30 years, 30 years to 40 years and over 40 years. This aging factor results in an environment like the Indian business model. The percentage of female workers at IBP was deficient compared to the total number of respondents. There wasn't a single woman working there who was older than 45.

Table 3. Working experience and education level analysis of the SPSS data samples

Description		Number	Percentage
Working experience	Fresher	70	23.33
	1 to 2 years	60	20.00
	2 to 4 years	80	26.67
	4 to 6 years	40	13.33
	Above six years	50	16.67
	Total	300	100.00

Education	Secondary	80	26.67
	Graduates	100	33.33
	Postgraduates	70	23.33
	Others	50	16.67
	Total	300	100.00

The working experience and education level analysis of the SPSS data samples are expressed in Table 3. The SPSS data is categorized into five groups based on working experience from fresher, 1 to 2 years, 2 to 4 years, 4 to 6 years, and above six years. The respective ratios of experience are 23.33:20: 26.67:13.33:16.67. In the same way, the SPSS data is categorized based on the responder's education level. The percentage of secondary graduates, post-graduates, and others is expressed ad 26.67:33.33:23.33:16.67. The vast range of experience and education ensure the Indian business environment and different leadership decision-making skills.

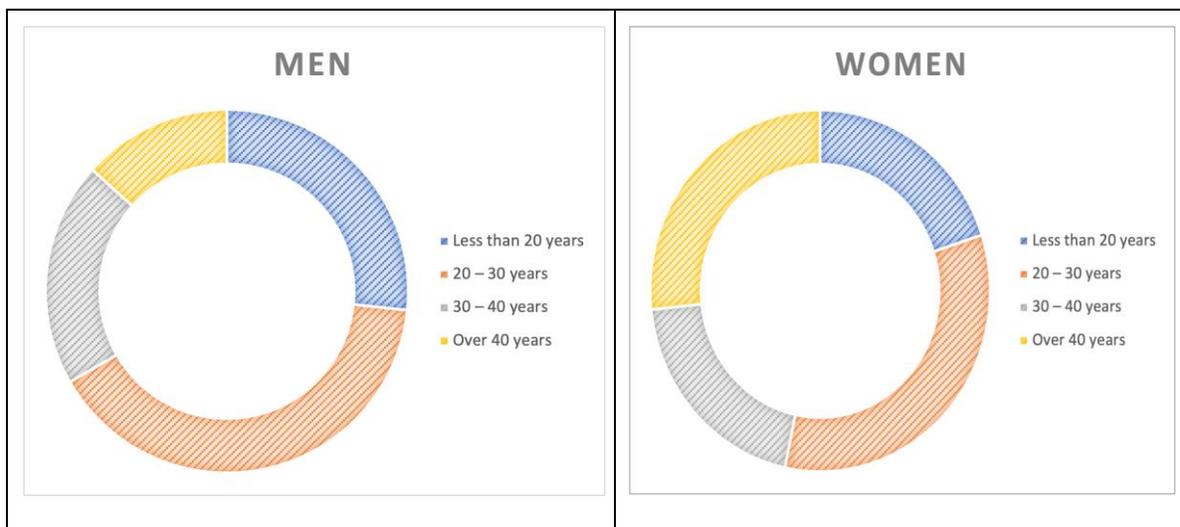


Fig. 13(a). Age distribution analysis of the SPSS data

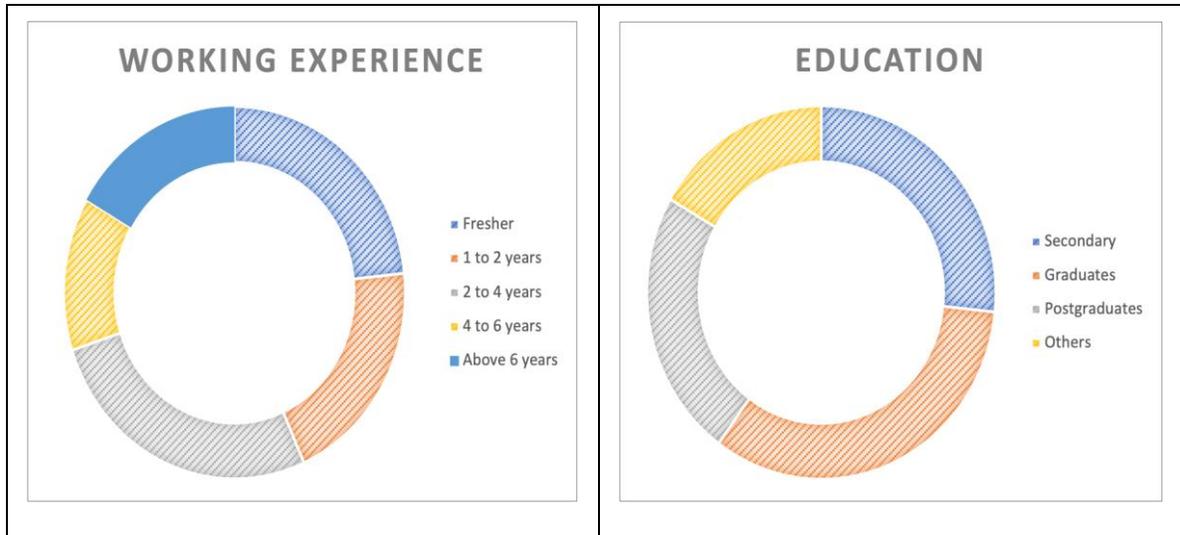


Fig. 13 (b). Work experience and education level distribution of the SPSS data

The age distribution and work experience, work experience, and education level distribution of the SPSS data for the Indian business environment with leadership decision-making skills are shown in Fig. 1(a) and Fig. 1(b), respectively. The ratios of men and women with different age categories simplify the result analysis process. In the same way, it is also shown based on work experience and education level, leadership decision-making skills, especially in the Indian business environment.

a. Autocratic leadership behavior

Six participants don't have a bachelor's or postgraduate diploma. The term "others" in this study refers to those with college degrees yet only have primary schooling. The study's results showed that none of the respondents had received a Ph.D. Research and evaluation of the results regarding employee engagement and autocratic type. The study's secondary goal was to analyze the link between authoritarian management and worker loyalty. The author evaluated different aspects of strict leadership mode, including employee insight in judgment, the utilization of dangers and punitive measures by the business representatives, how well those leaders set clear anticipations for their staff, and the extent to which those leaders maintain final decision-making responsibility.

Data were gathered using a researcher-developed questionnaire for each of these variables

used. The responses ranged from 1 = heavily disapprove (disapprove with no hesitation at all), 2 = disapprove (disapprove with some hesitation), 3 = not sure (uncommitted), 4 = approve (accept with some delay), and 5 = heavily approve (take with no hesitation at all). The measurements of the autocratic style's components were made using means and Standard Deviations (SD) values, and the results are shown in Table 3.

Table 4. The higher level SPSS survey analysis of the Autocratic leadership

Indicators of leadership	Mean	Standard deviation
The boss downplays my contribution to the judgment	3.42	1.12
Threats and punishments are the foundation of the organization's leaders.	2.65	1.25
Managers' anxiety and annoyance are constant. Our supervisors establish clear guidelines for what is required of us.	2.87	1.27
Our bosses are perceived as being autocratic, micromanaging, and pushy.	2.43	1.53
The organization's top decision-makers continue to have that power.	3.41	1.46
The boss downplays my contribution to the judgment	3.95	1.42
Average	3.12	1.34

The SPSS survey data analysis of Autocratic leadership is shown in Table 4. The sample questions are asked to higher-level at higher-level authorities of the organization to test the leadership and decision-making skills of the employees in the Indian business environment (Cotterill, 2017). The five scale results show the mean results of 3.12, above average, and 2.5. The standard deviation in the collected SPSS is very minimum, 1.34. The minimum average standard deviation ensures uniformity in the data and feedback gathered from the top-level employees in the Indian business environment.

Table 5. Lower-level SPSS data analysis for the Autocratic leadership

Indicators of leadership	Mean	Standard deviation
The organization's workers adhere to the scheduled or established working hours.	3.12	1.24
Workers that are on time do their tasks in the typical and anticipated amount of time.	3.76	0.78
The worker's low morale may be indicated by frequent absenteeism from workplace.	4.32	1.03
The business has stated, definite, and acceptable regulations about absence.	2.89	0.95
Worker efficiency is improved by explaining the regulations around absences.	3.42	1.24

I am motivated to enhance my productivity by being informed of the institute's objective and vision.	3.95	0.84
My contribution and attempts are reduced since there aren't clear expectations and expectations.	4.32	1.12
The organization's workers focus on doing what they are expected to accomplish to meet the necessary quality.	4.53	0.94
The company's workers willingly quit their positions.	4.12	0.63
My commitment to the company is increased when I participate in decision-making.	3.87	1.15
Our executives actively discourage staff from quitting the company.	3.63	0.74
Our leadership create fulfilling and enjoyable occupations	3.52	1.42
Average	3.79	1.01

The lower-level SPSS data analysis for Autocratic leadership is expressed in Table 5. The employee experience is analyzed based on feedback from the Indian business environment. With a mean aggregate of 3.79, survey respondents were unsure whether their employers exercised dictatorial power over them. With a mean value of 3.0, the participants said they

were uncertain whether the institute's leadership was authoritarians.

Schedule, attendance, effectiveness, and turnovers were the commitment aspects that were evaluated. With a mean aggregate of 3.2, Table 5 revealed that professionals at the institution needed clarification about whether or not individuals typically keep specified work times.

Respondents concurred that punctual professionals complete their regular tasks on schedule, with a mean aggregate of 3.8, according to the timeliness component of employee loyalty. On the other side, respondents were similarly in approval, with a mean total of 4.1, that a frequent departure from work might signify low staff morale.

One of the dedication elements that the study examined was employee effectiveness. The study's respondents concurred that unclear objectives and norms cause them to put in less effort, which may result in underwhelming worker productivity.

One of the most crucial indicators of employee responsibilities, turnover, was also a research focus. Sadly, Table 4 indicates that employees often quit their jobs willingly. An excellent statistical value of about 4.0 suggested that workers frequently stop of their own volition.

Table 5 generally showed that the autocratic administration in that particular firm impacts the workers' commitment, and the estimated statistical average score of 3.79 supported this conclusion.

The second research goal was to investigate the link between an autocratic management type and the organizational engagement of the workforce. Pearson's Linear Correlations Coefficients (PLCC) was used to examine the association between these two parameters. The results showed that an authoritarian leadership style was associated with lower employee engagement.

As there were few studies conducted in settings comparable to India, this research would have contributed to the research on supervisory' management styles.

Table 6. The Autocratic leadership behavior analysis in the Indian business environment

Indicator	Autocratic	Commitment
Mean score	3.2	1.3

Standard deviation	3.85	0.94
R-value	-0.342	
Significance	0.003	

The autocratic leadership behavior analysis in the Indian business environment is expressed in Table 6. The different indicators, such as mean score, standard deviation, Regression (R) value, and significance value, are considered from the SPSS data. The autocratic leadership and employee commitment are analyzed, and the results are plotted in Table 6.

The study found that an autocratic leadership type was adversely associated with employee engagement based on these, rejecting the null assumption and accepting the alternatives. Additionally, since the computed R-value was -0.342, it was clear that the autocratic leadership type and worker dedication did not correlate well.

In addition, the study found that an autocratic leadership type in the business might result in employee resignations of their own will delay, a lack of focus on needed tasks, frequent absenteeism from work, and low employee morale.

b. Democratic Leadership Analysis

The article aimed to determine how the democratic leadership approach influences employees' engagement. The study assessed democratic leadership from a variety of angles, including whether employees have a say in decision-making, regardless of whether upper executives encourage employee support, whether representatives make work enjoyable and fulfilling, and, finally, how superiors support their supervisors' expression of advice and concepts (Kars & Inandi, 2018).

Data were gathered using a researcher-developed survey for each study parameter, and the results are summarized below. The responses ranged from 1 = heavily disapprove (disapprove with no hesitation at all), 2 = disapprove (disapprove with some hesitation), 3 = not sure (undecided), 4 = approve (approve with some confusion), and 5 = heavily approve (accept with no confusion at all).

The parameters of the democratic administration style were assessed using average and standard deviation measurements in Table 6.

Table 7. Democratic leadership analysis at the higher level of the organization using SPSS data

Indicators of leadership	Mean	Standard deviation
IBP allows me to participate in decision-making.	2.83	1.43
Our managers support us in sharing our opinions and offering recommendations.	3.65	0.85
Our leaders support and strengthen our collaboration with senior management.	2.76	1.34
Participation in decision-making leads to better commitment	4.32	0.75
Our leaders discourage employees from leaving the organization	3.65	1.15
Our leaders make jobs satisfying and enjoying	3.05	1.23
Average	3.38	1.13

The Democratic leadership analysis of the organization with higher-level employees in the Indian business environment using SPSS data is tabulated in Table 2. The SPSS data from the top-level employees are analyzed, and the mean and standard deviation of the results are measured and tabulated. The questionnaire tests top-level employees' ability to think and

make decisions based on leadership quality. The higher results are obtained based on the freedom and liberty the Indian organization gave the top-level employees to control the organization.

Table 8. Democratic leadership analysis at the lower level of the organization using SPSS data

Indicators of leadership	Mean	Standard deviation
The organization's workers show up for work at the designated or set time.	3.12	1.23
Workers that arrive on time do their tasks in the customary and anticipated time.	3.54	0.74
Repeated absenteeism from work might be a sign of low staff morale.	4.32	1.04
The business has explicit, understandable, and fair policies about attendance.	2.94	0.85
Efficiency is improved by informing staff about the absence policies.	3.52	1.14
I am inspired to do better since I am aware of the institution's objective and vision.	3.95	0.84
My contributions and efforts are reduced by the unclear norms and objectives.	3.42	0.84
The company's workers focus on doing their part to meet the necessary level.	3.65	1.14

The company's workers willingly quit their employment.	4.32	0.95
Being involved in decision-making encourages me to be in the company longer.	4.53	0.63
Our executives actively dissuade staff from quitting the company.	4.13	1.52
Our leadership create fulfilling and enjoyable occupations	4.76	0.72
Average	3.85	0.97

The Democratic leadership analysis at the lower level of the organization using SPSS data is analyzed and tabulated in Table 8. The survey is conducted using SPSS data from the Indian business environment about leadership and decision-making skills. The results are collected in five scale values varying from 1 to 5, where one relates to the lowest likeliness in decision-making and leadership, and fictive relates to the higher likeliness. The consolidated result from all the lower-level employees about the higher-level executives and their leadership decision-making ensures the highest average value, which is 3.86. The standard deviation average value is 0.97, which is the lowest. That provides uniformity in the collected SPSS data.

Table 9. Democratic leadership analysis and employee commitment of the SPSS data in the Indian business environment

Indicator	Democratic	Commitment
Mean score	3.54	3.84

Standard deviation	1.21	0.95
R-value	0.53	
Significance	0.01	

The Democratic leadership analysis and employee commitment of the SPSS data in the Indian business environment are tabulated in Table 9. The consolidated results from Tables 7 and 8 test employee decision-making skills and leadership ability in the Indian business environment. The results show that the mean democratic score is 3.54, and the employee commitment is 3.84, above average. The standard deviation is the results are 1.21 and 0.95, respectively. The R-value and significance are positive, respectively, and given as 0.53 and 0.01.

Additionally, the study concluded that a democratic leadership type inside the firm might require workers to have a say in organizational decisions. That may result in more punctual workers, and leaders may create enjoyable and fulfilling jobs.

c. Transformative Leadership Analysis

The article investigated the link between a transformative leadership type and worker engagement. The study assessed different aspects of transformative leaders, including employee awareness of the organization's goals and vision, the leader's ability to inspire workers beyond what is typically expected of them, their level of concern for their welfare, and their desire to advance in their careers. Finally, organizational leaders pay close attention to what employees say and empower them (Smith & de Klerk, 2022).

Data were gathered using a researcher-developed survey for each of these research parameters, and the results are shown below. The responses ranged from 1 = highly disapprove (disapprove with no confusion at all), 2 = dislike (disapprove with some confusion), 3 Not sure (undecided), 4 = approve (accept with some hesitation), and 5 = heavily approve (approve with no confusion at all).

The aspects of the transformative leadership type were evaluated using average, and standard

deviation measurements are shown in the Table below.

Table 10. The transformative leadership analysis of the SPSS data in the Indian business environment for higher level employees

Indicators of leadership	Mean	Standard deviation
I am familiar of the company's purpose and goals.	3.72	1.32
Our managers impact us greatly and drive us beyond what is often expected.	3.12	1.04
Our managers are interested in us and want us to succeed in our professions.	3.67	0.94
Organizational managers listen intently and offer confidence.	3.42	1.43
Our bosses motivate us with their vision and the company's objective.	3.78	1.25
IBP executives take our worries and developing requirements seriously.	4.12	1.15
Average	3.64	1.19

The transformative leadership analysis using SPSS data for higher level employees in the Indian business environment about the leadership decision-making skills are shown in Table 10. The survey questions test the ability of th higher-level employees in their leadership and decision-making skills. The results show that most high-level employees have more freedom in decision-making and higher leadership ability. The standard deviation value among the

respondent's results is meager, and the SPSS data exhibits a higher average mean value. The results indicate the employee likeliness and leadership decision-making skills in the Indian business environment.

Table 11. The transformative leadership analysis of the SPSS data in the Indian business environment for lower level employees

Indicators of leadership	Mean	Standard deviation
The company's workers show up for work at the designated or set time.	3.12	1.23
Workers that arrive on time do their tasks in the customary and anticipated time.	3.67	0.74
Regular absenteeism from work might be a sign of low staff morale.	4.21	1.03
The business has explicit, understandable, and fair policies about absence.	3.65	0.93
Productivity is improved by informing staff about the absence policies.	3.42	1.12
I am inspired to do better since I am aware of the initiative's objective and goal.	3.95	0.79
My contributions and efforts are reduced by the unclear norms and objectives.	3.34	0.74
The company's workers focus on doing their part to meet the necessary level.	3.65	1.13

The company's employees willingly quit their employment.	4.32	0.94
Being involved in decision-making encourages me to be in the company longer.	4.12	0.64
Our executives actively discouraged staff from leaving the company.	4.65	1.23
Our managers create fulfilling and enjoyable occupations	4.02	0.79
Average	3.84	0.94

The transformative leadership analysis of the SPSS data in the Indian business environment for lower-level employees is expressed in Table 11. The questions test the level of understanding of the lower level employees about the leadership decision-making skills in the Indian business environment using the SPSS data. The responders have a higher knowledge of the organization and leadership decision-making ability. The results show the highest mean value of the SPSS data and the lowest standard deviation of the SPSS data. The results are 3.84 and 0.94 for the mean and standard deviation values.

Table 12. Transformational leadership analysis of the SPSS data in the Indian business environment

Indicator	Transformational leadership	Commitment
Mean score	3.4	3.82
Standard deviation	1.24	0.96
R-value	0.72	

Significance	0.01
--------------	------

The transformational leadership analysis of the SPSS data in the Indian business environment is tabulated in Table 12. Transformational leadership and employee commitment are analyzed, and the mean score, standard deviation, R-value, and significance are analyzed and plotted. The R-value and importance are positive and lowest values, such as 0.72 and 0.01, respectively.

Based on this, the researcher decided to embrace a different theory, which led to the finding that work engagement was highly correlated with the transformative leadership type. Furthermore, given that the calculated R-value was 0.72, it was clear that there was a connection between employee engagement and a transformational leadership type.

Moreover, the study is going to the summary that the presence of a transformational leadership style within the institution could result in the following: workers becoming aware of the objective and foresight of the institution, their necessities being attended to by their higher authority, representatives advancing their career paths, and representatives paying attention to the requirements of the staff in terms of developmental opportunities. As a result, workers would stay longer within the institution.

d. Leadership styles and employee commitment

A correlation study was carried out to see whether there was any connection between leadership types and worker engagement (Donkor & Zhou, 2020). The link was examined using Pearson's correlation coefficients, and the results are displayed in Table 13.

Table 13. Leadership decision-making skills and employee commitment analysis using SPSS data in the Indian business environment

Indicator	Leadership	Commitment
Mean score	3.36	3.81
Standard deviation	1.24	0.94

R-value	0.52
Significance	0.01

The leadership decision-making skills and employee commitment analysis using SPSS data in the Indian business environment are tabulated in Table 13. The ability of the employees' leadership and commitment are tested and plotted. The estimated R-value is large enough or economically significant, according to the statistical findings in Table 13, indicating that the two parameters, worker engagement, and leadership types, are highly correlated.

Based on this, the study supported the alternative theory and concluded that there is a strong correlation between leadership types and worker motivation. Additionally, given that the calculated R-value was 0.52, it was clear that there was a link between effective leadership and high levels of worker engagement.

4.4 Research questions and their solutions

The first research question is given below. What are the factors that make leadership decision-making styles challenging? The answers for the SPSS data are analyzed from the Indian business environment, and the results are plotted in Table 14.

Table 14. The different factor analysis for the leadership decision-making in Indian decision-making using SPSS data

Leadership styles	Number	Mean	Standard deviation
Caretaker	30	23.2	2.54
Authority obedience	40	23.7	2.31
Comfortable	50	21.4	2.98
Consistency centered	50	25.3	2.53
Team	60	23.1	2.64

Materialism	70	25.7	2.86
-------------	----	------	------

The further factor analysis for the leadership decision-making in Indian decision-making using SPSS data is analyzed and plotted in Table 14. The total number of participants from the SPSS data is 300, and those data are used for leadership decision-making skills. The mean and standard deviation of the responders are analyzed and plotted concerning the different leadership styles (Gandolfi & Stone, 2018). The other leadership styles, such as caretaker, authority obedience, comfortable, consistency-centered, team, and materialism leadership styles, are analyzed and tabulated. The results ensure higher leadership decision-making skills in the Indian business environment.

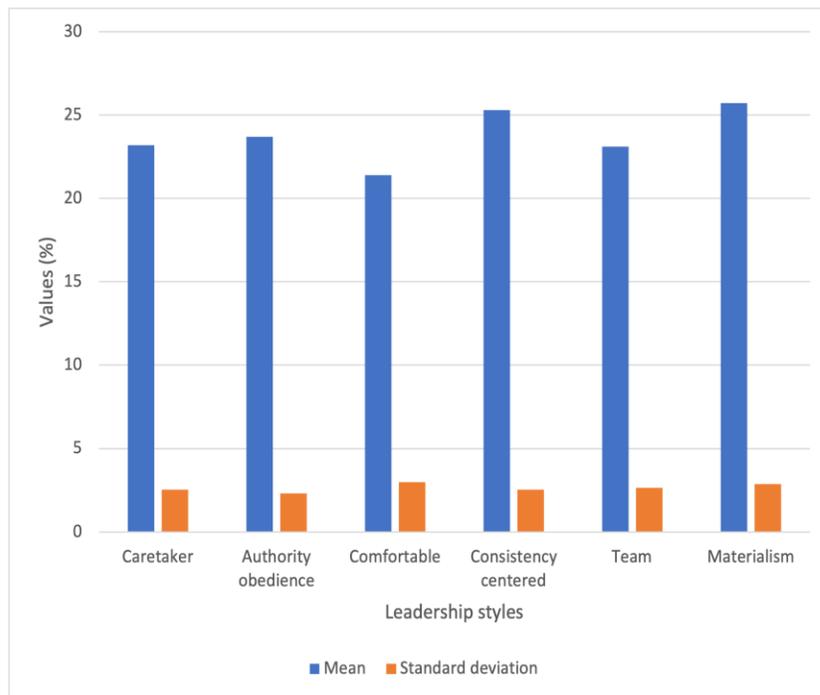


Fig. 14. Leadership styles analysis of the SPSS data in the Indian business environment

The leadership styles analysis of the SPSS data in the Indian business environment is shown in Fig. 2. The different levels of leadership styles, such as caretaker, authority obedience, comfortable, consistency-centered fashion, team, and materialism, are analyzed, and the

results are plotted using 300 SPSS data. The responder's outcomes are measured in terms of mean and standard deviation values. The results ensure a higher value and lower traditional deviation values.

The second research question is given below. How do leadership decision-making styles differ from the art of problem-solving techniques in startup companies? The decision-making skills of different types are analyzed and plotted in Table 15.

Table 15. Decision style analysis of the SPSS data in the Indian business environment

Decision styles	Number	Mean	Standard deviation
Directive	75	63.2	31.4
Analytical	75	46.2	26.3
Conceptual	75	27.4	12.6
Behavioral	75	35.2	16.3

The decision style analysis of the SPSS data in the Indian business environment about leadership decision-making skills is analyzed and plotted in Table 15. The different styles of decisions, such as directive, analytical, conceptual, and behavioral decision styles, are explored from the SPSS data in the Indian business environment, and the results are plotted in the Table. The entire SPSS data is categorized into four groups and the results are measured in terms of mean and standard deviations (Abubakar et al., 2019). The results are measured in terms of %, ensuring higher leadership decision-making skills in the Indian business environment.

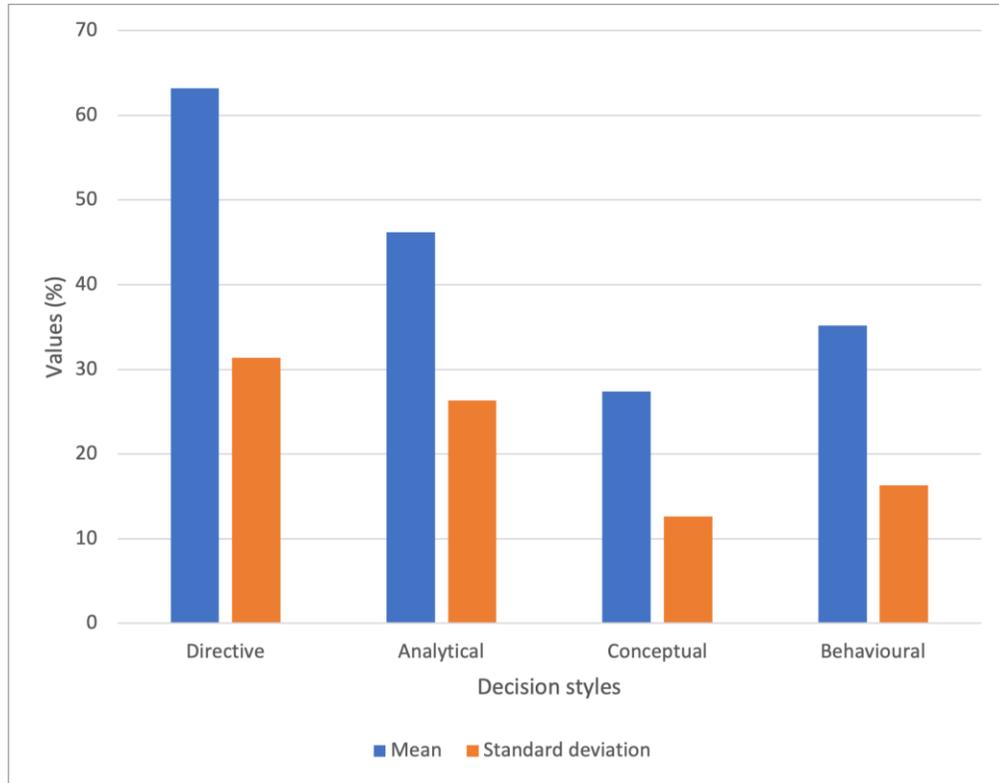


Fig. 15. Decision-making styles analysis of the SPSS data in the Indian business environment

The decision-making styles analysis of the SPSS data in the Indian business environment about the leadership decision-making skills are analyzed and plotted in Fig. 3. The different styles of decision styles, such as directive, analytical, conceptual, and behavioral decision styles are analyzed, and the results are measured in terms of mean and standard deviation. The results ensure a higher mean value and lower traditional deviation values.

The third research question about leadership decision-making skills in the Indian business environment is below. What factors facilitate the implementation of successful decision-making styles among leaders?

Table 16. Leadership decision-making skills analysis using SPSS data in the Indian business environment

	Decision styles
--	-----------------

Leadership styles	Analytical	Conceptual	Directive	Behavioral
Caretaker	0.153	-0.154	-0.121	-0.67
Authority obedience	0.136	-0.142	-0.082	-0.162
Comfortable	0.153	-0.184	-0.042	-0.152
Consistency centered	-0.053	0.083	-0.074	-0.006
Team	0.174	-0.152	-0.183	-0.073
Materialism	-0.38	0.062	-0.093	0.093

The Leadership, decision-making skills analysis, using SPSS data in the Indian business environment about the leadership decision-making skills analyzed and plotted in Table 16. The different levels of leadership styles, such as caretaker, authority obedience, comfortable, consistency-centered, team, and materialism, are considered. Leadership styles, such as caretaker, authority obedience, relaxed, consistency-centered, team, and materialism, are compared with the decision-making styles such as directive, analytical, conceptual, and behavioral decision styles (Guzmán et al., 2020). The results are compared, and the best results are obtained. The results ensure higher leadership and decision-making styles in the Indian business environment.

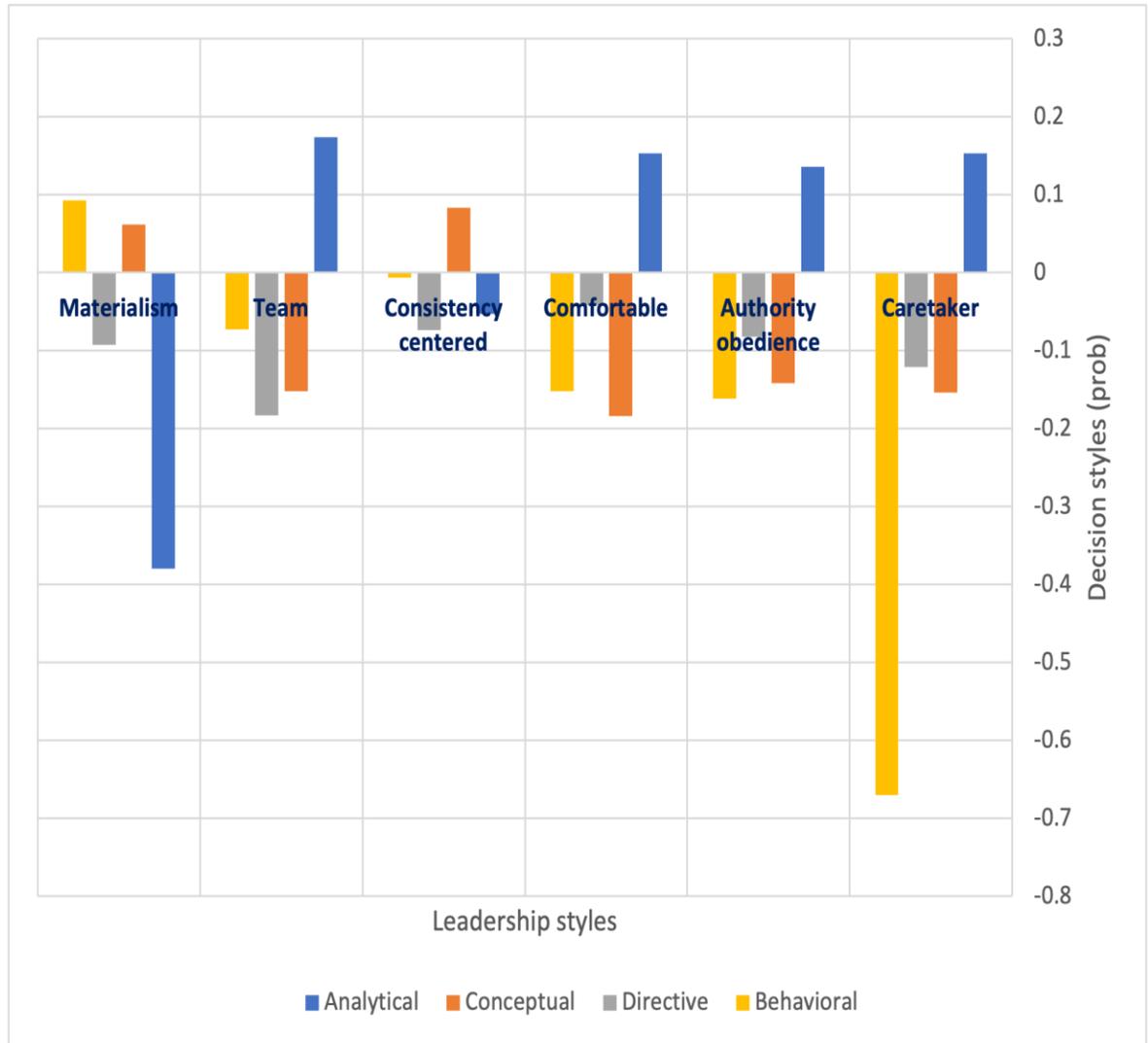


Fig. 16. Leadership decision-making analysis of the SPSS data in the Indian business environment

The leadership decision-making analysis of the SPSS data in the Indian business environment is shown in Fig. 4. The different levels of leadership styles, such as caretaker, authority obedience, comfortable, consistency-centered style fashion, team, and materialism, are considered. The results are directly compared with the decision-making styles such as directive, analytical, conceptual, and behavioral decision styles. The results ensure lower and higher leadership and decision-making skills. The best solution is chosen based on the Indian business environment and the type of organization.

4.5 Summary of Findings

One would anticipate that any potential connection would be positively correlated when talking about the correlation between parameters. As predicted, Pearson's correlation indicates that a few variables have a positive and substantial relationship. Delegate and collaboration have a Pearson correlation of 0.5 at a relevance level of 0.01, meaning a clear and significant link (Ali & Anwar, 2021). Additionally, there is a positive and substantial link between teaching and interaction (0.50), education and assurance (0.52), and connection and integrity (0.54), all at a relevance level of 0.05. (0.52).

The findings for the approach component suggest that a leader may lead others when he can effectively establish his organizational plan and lead himself. The leadership has a long-term outlook, a clear goal for the business, and goals that align with the group's goals.

The outcome of the communication element shows open, regular, and two-way interaction between the leader and the team. The leader is aware of how important communication is to corporate success. Worker satisfaction with knowledge sharing is high (Fletcher et al., 2020). For the projects offered, directions are appropriately specified, and the leadership provides suggestions on workers' progress. The administration cultivated good relationships with other businesses, which is a quality of an accomplished leader and is often crucial for the company's smooth operation.

According to the learning element's outcome, the leader is distinguished by his profound grasp of the company. He is the most significant person to consult because he was there when the firm was founded. The outcomes demonstrate the leader's ambition.

Participants have a strong sense that their boss is fast to pick things up and are open to learning new things. The leader is also seen as someone knowledgeable about how other companies operate. He is well familiar with his industry and is an expert in building, which, coupled with commerce and real estate developments, is the company's core operation.

Given that leadership is viewed as adaptable, the flexible result suggests that adaptability is well established as a management talent. According to the responders, their boss is imaginative and receptive to new suggestions. Ultimately, the leadership is a fantastic change agent who can adjust to the atmosphere's shifting conditions. The management does not view

people's problems as either black or white; instead, he favors discussing problem and coming up with a resolution instead of labeling them.

The influencing outcome indicates that participants think of the leader as a democratic leader who can rely on support when necessary. Knowing how to sell ideas demonstrates his familiarity with the marketplace, his rivals, and the national mindset. Participants concurred that the manager encourages and encourages them, indicating that the leadership is aware that staff efficiency may be increased through increased motivation at the workplace. The director is revered throughout the organization for his approach toward the firm and his staff. His effect is seen as natural and beneficial.

The outcome of the relationships component indicates that the Indian organization is aware of the value of positive interactions between the leadership and the remainder of the employees.

In contrast to a corporate entity, he strives to make individuals feel like family members. According to the participants, their leadership is approachable, responds to his team, and demonstrates compassion and understanding. He routinely plans social gatherings to deepen his rapport with his team members, to whom he constantly expresses gratitude for a job well done.

The delegation element's outcome indicates that the leader delegated some of his responsibility. He has confidence in his team and wants them to feel in charge and significant in decision-making. He doesn't act like a nitpicker and often peers over people's shoulders, according to all responders who either approve with this statement or heavily approve with it. Having a friendly character describes the management. Additionally, he doesn't appear to focus on little matters truly. Participants concurred that the leader prefers to deal with pressing issues and doesn't require that tasks be completed exclusively in his manner.

The outcome of the collaboration element indicates that the institution's collaboration is firmly established. Most participants concur that the leader is doing a good job and getting along with other leaders in the organization. They all approve that he supports collaboration. The manager seems to speak with each worker one-on-one to address issues, even if they seem to help resolve them in groups. Additionally, he employs strategies to keep his

employment satisfactory. The participants concur that he distributes teamwork responsibility and uses praise and good outcomes. The reality that the firm has a relatively low personnel turnover rate lends credibility to this. Only two people have quit their jobs thus far, one to pursue Ph.D. studies overseas and the other to seek a position more in line with his academic background.

The leader is highly regarded as a trustworthy leader, according to the findings of the integrity elements. He is a genuine individual with honesty. The participants believe that leadership accepts responsibility for his actions and is honest about his errors. Most significantly, participants thought their leader to be a trustworthy and honest individual.

This study looked at the most successful conceptual framework to comprehend LDM in corporate leadership and managerial actions that influence innovation, development and efficiency, profitability, and goal attainment in present companies. The respondents' expertise, anecdotes, histories, and extensive leadership experiences served as the survey's instruments and components for identifying a pattern of significance and producing the desired results. Therefore, in the respondents' opinions, there is a critical necessity and necessity to focus on the regions of revisions, repairs, and enhancements while taking into account the complexity and unpredictable nature of decision-making in companies. For example, much of the information that some respondents disclosed in the study revealed their jobs as:

Successful communication is usually the secret to achievement. In every firm, having two-way communications will increase the team's efficiency in generating wise leadership decisions.

Most respondents believed that since data is the key to generating wise and effective judgments, top management should actively participate in data-based or inquiry judgment. Therefore, a leader in the Leadership Decision Making Process (LDMP) must be ready to embrace accountability and responsibilities, pursue objectives, are self-assured, show leadership in social circumstances, and accept repercussions for all business practices. The results of this study imply that business managers should let their competent employees—individuals or groups—participate in the decision-making procedure, especially when doing so would improve the decision's qualities and/or the decision's acceptability by everyone at

the company. Last but not least, the study revealed that there is a critical necessity for improved performance and modification in the way organizational directors, representatives, and supervisors make decisions while trying to accommodate technology, diversification, and internationalization; and encourage positive policy, team spirit, empowering leadership, and achievement.

In light of this, the scholar believes that more study on management decisions is necessary. Therefore, leadership ends this research with the thesis that the key to effective management is the capacity to make deliberate judgments based on sound reasoning. A leader must be capable of critical thought to be the greatest judgment.

The findings for the approach element suggest that a manager may lead people when leaders can successfully establish the business plan and lead themselves. The leadership has a long-term outlook, a coherent picture of the business, and goals that align with the group's goals.

The outcome of the communication element shows open, regular, and two-way interaction between the leadership and the team. It goes without saying that the leadership is aware of how important communication is to corporate performance. Worker satisfaction with knowledge collaboration is high. For the projects offered, directions are properly specified, and the leadership evaluates employees' achievements. Good relationships with other businesses are cultivated by the manager, which is a quality of an excellent manager and is often crucial for the company's smooth operation.

According to the learning element's outcome, the leader is distinguished by the profound grasp of the business. A leader is the greatest person to consult because a leader was there when the firm was founded. The outcomes demonstrate the leader's ambition.

Participants have a strong sense that their boss is fast to pick things up and are open to studying new things. The leader is also seen as someone knowledgeable about how other companies operate. A leader is well familiar with the industry and is an expert in building, which coupled with commerce and property investment developments, is the company's primary operation.

Given that the manager is viewed as adaptable, the elasticity result suggests that adaptability is well established as a leading talent. According to the responders, their boss is imaginative

and open to new concepts. The leadership is a wonderful change agent who can adjust to the ecosystem's shifting conditions. The management does not view customers' concerns as either black or white; the leader favors discussing each problem and coming up with a resolution instead of labeling it.

The influencing result indicates that participants think of the leadership as a democratic leader who can rely on assistance when necessary. Knowing how to sell concepts demonstrates his familiarity with the marketplace, the rivals, and the national mindset. Participants concurred that the leadership encourages and encourages them, indicating that the leadership is conscious that staff production may be increased through increased workplace motivation. The management is revered throughout the organization for its leadership approach toward the firm and its staff. The effect is seen as natural and good.

The outcome of the connections element indicates that the leadership is aware of the value of positive interactions among team members and the leadership and the remainder of the employees. In contrast to a corporate entity, a leader strives to make individuals feel like family members. According to the participants, their leadership is approachable, responds to the team, and demonstrates compassion and understanding. A leader routinely plans social gatherings to deepen the rapport with the team members, to whom the leader constantly expresses gratitude for a job well done.

The transfer element's outcome indicates that the leadership delegated some leadership responsibility. A leader has confidence in the team and encourages everyone to feel in charge and significant in decision-making. A leader doesn't act like a nitpicker and often peers over people's toes, according to all responders who agree with this statement or wholeheartedly. Having a sociable character describes the management. Additionally, the leader doesn't appear to focus on little matters truly. Participants concurred that the leadership likes to deal with pressing matters but does not require that tasks be completed exclusively.

The outcome of the collaboration element indicates that the company's collaboration is firmly established. Most participants concur that the leadership is doing a good job and getting along with other leaders in the organization. They all concur that the leader supports collaboration. It seems that the management wants to speak with each individual one-on-one to discuss issues, even if he or she does seem to support resolving them in groups. Additionally, the

leader employs strategies to keep the employment satisfying. The participants concur that the leader distributes responsibility for teamwork and also uses appreciation and good outcomes. The reality that the firm has a relatively low personnel turnover rate lends credibility to this. Only two people have quit their jobs thus far, one to pursue higher research studies overseas and the other to pursue a position more aligned with their educational experience.

According to the honesty elements, the leader is highly regarded as trustworthy. A leader is a genuine individual with honesty. The participants believe that the leader accepts accountability for him and is honest about their errors. Most significantly, participants believe their leaders to be trustworthy and honest individuals.

The trust survey findings indicate that people have a positive impression of the leadership. Most importantly, participants believe the leadership also respects them. They assume that the leadership is prepared to work in a typical business setting and is aware of the competitors. Additionally, a lot of participants concur that the leadership is reluctant to develop adversaries.

The survey findings indicate that people have a positive impression of leadership. Most importantly, participants believed the leader also respected them. They assume that the administration is prepared to work in a typical business setting and is aware of the competitors. Additionally, many participants concur that the leader is reluctant to develop adversaries.

4.6 Conclusion

The research, which compared management decision-making style and conduct, revealed a strong relationship between personal, regional, and group levels of society and developed the theory that cultural upbringing or behaviors at the collective level serve as the foundation of business culture. These three layers of culture do, nevertheless, have a cyclical connection; they encourage one another such that alterations in business culture impact personal behaviors, which then impact the overall cultural identity. In the long term, developments at the national scale, such as (1) Transitions from farming to industrialization, may impact enterprises' prevailing decision-making approach. (2) A transition from industrialization to the service sector. (3) Increases in literacy across the board. (4) Shifts in

the allocation of money and social opportunities. (5) Incorporation into the process of globalization, (6) Living adjustments, and the modifications above may impact managers' preferred modes of decision-making. As a result, the preferred method of judgment call may shift from authoritarian to pseudo-consultative, from pseudo-consultative to participatory, from advisory to participatory, and so forth. As a result, the judgment call approach could not be consistent but rather variable.

The current study looked at the connection between management and decision-making approaches. The business administrators tended to have a "prescriptive decision-making approach," with an average score of 62. The business administrators tended to follow the leadership type of "Constituency-Centered Management," with an average score of 62. The findings showed no discernible relationship between school administrators' management and decision-making philosophies.

Directive people have a poor tolerance for uncertainty, which can occasionally make one feel inflexible, uncomfortable, and more likely to act aggressively. They lack interpersonal skills and are awkward in social situations. When these individuals are exposed to stressful conditions, wrath, hostility, and rage might develop. It is hardly unexpected that people with directive styles lack toughness.

It is critical to note that neither the association nor its significance was as expected. It is challenging to explain why there were no findings in the predicted orientation of the tiny sample of respondents in each of the four types. Therefore, it's likely that the six management philosophies chosen for this research didn't impact decision-making. The multiple decision forms cannot be described by having various connections with the different leadership types.

The limited number of participants categorized in each decision-making approach, as determined by the dominating scores, is one of the article's apparent shortcomings. This circumstance negatively impacts the likelihood of obtaining significant correlations. Consequently, it is advised that the survey's respondent pool be expanded in future studies.

The relatively haphazard results regarding the connection between management and decision-making types are noteworthy. They give the idea of leadership credibility and could act as more evidence of its contemporary relevance.

More research is required on decision-making and leadership types. It could be a good idea to focus the research by restricting the number of subjects (e.g., sexuality, degree of education, professionals, administrators, and workers, etc.). Understanding one's decision-making and leadership approaches may aid in concentrating on accomplishing organizational goals, developing essential abilities, and dealing more effectively with a particular circumstance, such as problem-solving, inspiring, and communicating with others.

Open doors, availability, and adaptability of the principal are vital, especially for students and faculty. However, this may come at a cost in terms of the supervisor's ability to manage a demanding workload. While being a hands-on supervisor and paying attention to the details are crucial, they must be tempered by the ability to accomplish tasks to help others promote and reward their achievement.

CHAPTER V: DISCUSSION

5.1 Discussion of Results

The Indian business segment is the engine of the country's economy, supporting other business sectors and jobs. Related to the advanced contributions made by the business sector of East Asian countries like China (38%) and Malaysia (35%), it makes up roughly 17% of India's GDP (Datta, 2018). Even more significant levels of contribution from this industry are anticipated to aid in the continued growth of the Indian economy. Executives must adopt the proper decision-making and leadership philosophies to transform the business, industry, and economy. The first of this study paper's two goals is to look at the Leadership Styles (LS) and Decision-Making Styles (DMS) of Indian company leaders, and the second is to look into the relationships between the two.

5.2 Discussion of Research Question

The literature provides evidence for the association among LS and DMS. It is noted that some experimental study on LS and DMS has been conducted in India (e.g., so far a decade ago, authors in (Tambe & Krishnan, 2000) functioned on the effect of only the TFM-LS and the five DMS on output variables like outward efficacy, the gratification of employees or subordinates, additional energy and intent to resign). The present study seeks to answer the subsequent research questions that provide the correlation between LS and DMS:

- RQ1. Which methods of leadership and decision-making do executives in Indian business organizations facilitate?
- RQ2. Do leaders and decision-makers behave significantly differ depending on factors like age, qualification, industry, experience, revenue, and level?
- RQ3. In Indian business organizations, what connections occur between transformative (TFM-LS) and DMS?
- RQ4. What connections exist between TSL-LS and DMS in Indian business organizations?

- RQ5. In Indian business organizations, what kind of DMS is linked to LF-LS?

5.2.1 Methodology

5.2.2 Data gathering

The data for this research consists of 50 managers/leaders from Indian business organizations in the public and private sectors. Setting production targets for each market segment is a quantifiable goal of commercial organizations. The company uses these goals and sales predictions to establish the demand levels that serve as its operational benchmarks. The building and infrastructure sectors often increase at a rate that is twice as fast as the GDP. The Indian customer desires improved value structure and requires quicker building techniques due to the country's rapid economic expansion and significant media exposure. There is a sharp transition away from traditional methods and materials in the building sector. Customers favor purchasing high-quality products. Organizations must promote increased speed, strength, and safety. The organizations that participated in the survey produced building solutions and infrastructure. The construction of an unified and effective system of businesses in India required devoted planning, development, and implementation by the organization (e.g., hydropower, thermal power, etc.) corporations. The building products (such as concrete, ceiling panels, etc.) business has evolved to its full potential with growing market over the past 10 years thanks to India's strong financial development. There is a huge amount of space for growth in India's cement business in the world (Cao *et al.*, 2020). Building solution providers have improved their capacities and output throughout time to meet up with the rising call. The managers in these businesses are expected to achieve united and effective growth by adopting the appropriate strategies and decisions.

The influential executives at lower, middle and senior levels are recommended by their organizations to attend practice sessions on management growth comprised the participants. Information was gathered throughout practice sessions, and it was made sure that all the queries had been addressed. Since the content of the questions has been adequately explained, there were no incorrect answers, and the number of responses was 100%. Confidentiality has been promised up front and kept later for the responders. The survey approach is frequently used in quantitative research methodology to address research questions (Rashid *et al.*, 2019). Surveys are more informative than interviews and observation methods because they include

respondents' opinions, which aids in reaching more accurate results. Substantial data are gathered using questionnaire surveys, and having a researcher present throughout a face-to-face study helps to encourage and retain engagement. In addition to the timely collection of completed surveys, it also lessens uncertainty and resolves ambiguous terminology. The ethnic breakdown of the participants is shown in Table 17. The majority of the 49 responders (37.2%) were from senior roles, followed by intermediate (38%) and junior (20%) levels. The majority (77%) came from the private industry, and the age ranged from 35 to 40 years (i.e., 37.5 years). According to yearly income in Indian National Rupees (INR), the majority earned between 4 lakhs and 10 lakhs (37.2%) annually. The typical experience ranged from 10 to 20 years (i.e., 14.25 years). As observed from Table I, the largest of them (45%) had engineering degrees.

Table 17: The ethnic breakdown of the participants

Category	Sub-category	Code	Percentage value
Age	25-33	1	37.2%
	34-40	2	40.5%
	Above 40	3	7.9%
Organization type	Public	0	23%
	Private	1	77%
Roles/levels	Junior	0	20%
	Intermediate	1	38%
	Senior	2	37.2%
Experience	3-10 years (Junior)	1	31%
	11-20 (Intermediate)	2	47%

	Above 20 (Senior)	3	22%
Annual income in INR	Up to 4 lakhs	1	37%
	4-10 lakhs	2	37.2%
	Above 10 lakhs	3	19.8%
Qualification	Engineering undergraduates	1	45%
	Post graduates	2	23.5%
	Diploma	3	30.5%

5.2.2 Tools and parameters used for analysis

The Multifactor Leadership Survey (MLS), and the Overall DMS (ODMS) scale, created by Scott and Bruce, have both been used to gather information (Scott and Bruce, 1995). The MLS uses 35 criteria to evaluate TFM, TSL and LF-LS on a 5-point scale ranging from never to every time. There are 22 elements used to assess the TFM style, 13 for TSL and 4 for laissez-faire. According to the reliability assessment, Cronbach's alpha values for the three LS in the survey questionnaire ranged from 0.65 to 0.83. "I am constantly optimistic about the future, and I enjoy looking for answers to problems" (TFM) are just a few examples of the LS. I observe the trends of variation, anomalies, blunders, and conflicts closely, and when an activity's goal is successfully attained, I ensure that the individual receiving the incentive does so (TSL). Whenever my participation is needed, I don't show up and avoid making decisions (LF).

The DMS traits, including logical, intuitive, reliant, ambivalent, and impulsive, are measured by the ODMS. It consists of 20 substances, five are for each DMS, and is scored on a measure of 1 to 5. (Strongly disagree to agree strongly). For all of the DMS in the research sample, Cronbach's alpha value ranged from 0.68 to 0.8. Here are some examples of test items for the DMS: Before concluding, I check my databases to ensure that I have the pertinent facts

(Logical). It matters more to me whenever I make a choice that I believe is correct rather than if I have an excellent logic for it (Instinctive). Making significant decisions is quicker when I have other people's backing (Reliant). I put off making significant decisions until the need arises (Ambivalent). I frequently make judgments on the go (Impulsive).

5.3 Results and Discussion

The replies to the questionnaire scores have been collected concurrently with the demographic information. At that point, an ethnic profile was created (Table I). Due to typical method prejudice (false rise or depreciation in correlations among the theories), which can occur when doing a survey-based investigation, this might be a problem. A test for general technique bias was noted by Podsakoff et al. (2003). To run this Harman's test method, all survey questions from the present research have been used (i.e., LS and DMS). It generated 20 unique factors (instead of one) with eigenvalues more prominent than one, which accounted for 83% of the total variance.

Additionally, the first component did not account for the bulk of the variation. According to the results, common technique bias is not a problem for this study (Jordan and Troth, 2020). To strengthen the RQ1, mean and Standard Deviations (SD) were collected, and the findings are presented in Table 18.

Table 18: Correlation, Mean, and SD for various LS and DMS

Parameter	Logical	Instinctive	Reliant	Ambivalent	Impulsive	TFM-LS	TSL-LS	LF-LS	Mean	SD
Logical	1								23.1	2.4
Instinctive	0.19	1							19.2	3.5

Reliant	0.2	0.15	1						15.9	4.5
Ambivalent	-0.16	0.19	0.35	1					9.6	3.9
Impulsive	0.08	0.35	-0.13	0.21	1				15.8	3.3
TFM-LS	0.41	0.21	0.15	0.04	0.09	1			80.2	8.1
TSL-LS	0.32	0.12	0.31	0.12	0.01	0.71	1		43.2	4.5
LF-LS	-0.13	0.04	0.19	0.42	0.02	0.02	0.13	1	8.2	3.1

Analysis of Variance (ANOVA) and t-tests on dependent samples was used to respond to RQ2. Table 18 presents the findings. The RQ3, RQ4, and RQ5 about the connection of the three LS with DMS were addressed by the correlation and design fitted assessments (determination coefficient). Table 17 demonstrates that, among the five DMS, the logical style scored the maximum ($23.1/25 = 92.4\%$), trailed by instinctive ($19.2/25 = 76.8\%$), reliant ($15.9/25 = 63.6\%$), impulsive ($15.8/25 = 63.2\%$), and ambivalent ($9.6/25 = 38.4\%$). TFM had the best score among LS ($80.2/100 = 80.2\%$), pursued by TSL ($43.2/60 = 72\%$) and LF ($8.2/20 = 41\%$).

The relationship between logical DMS and TFM-LS is highly connected (correlation <0.01). The connection between Reliant DMS and TSL-LS was equally substantial (correlation <0.05). Significant correlation between LF-LS and ambivalent DMS (correlation <0.01). Additionally, a few significant associations were found in the DMS for traits like ambivalence and dependence (correlation <0.05), impulsivity and instinct

(correlation<0.05), and within the LS for features like TFM and TSL (correlation<0.01). The various ages of participants had different logical DMSs (correlation<0.05). According to the analysis, in logical DMS, participants in the age groups "25-33", "34-40", "35-40," and "40 & above" differed significantly (correlation<0.05). In contrast, there was no variation between the age groups of "28 to 35" and "43 & above".

It was discovered that the TFM-LS of the participants differed among age categories (correlation<0.05). The age groups "25-33" and "34-40" were different in this instance, as were "35 to 40" and "40 & above"; however, the variation has been significantly less significant (correlation<0.10). The TSL-LS also showed heterogeneity between the age ranges of "25 to 33" and "34 to 40." (correlation<0.05). Furthermore, the logical DMS changed (correlation<0.10) according to the duration throughout the categories. Compared to participants with "20 & above" years of employment, the individuals with "11 to 20" years of professional experience had widely divergent Logical DMS, as shown in Table 19.

Table 19: Variation in DMS and LS for various sub-categories

Ethnic category	LS/DMS	Correlation Coefficient	Sub-categories	Correlation Coefficient
Age group	Logical	0.03	1,2 & 2,3	0.04 & 0.05
	TFM	0.05	1,2 & 2,3	0.079 & 0.08
	TSL	0.03	1,2	0.019
Experience	Logical	0.07	2,3	0.079

As a result, the responses to the RQ2 questions are: "Logical DMS is changed over age and experience" and "leaders of TSL-LS and TFM-LS of various ages have always been distinct."

Additionally, a regression model has been carried out to determine how much of the variability in the LS (objective criteria) is brought on by the DMS (predictor variables). In several methods, the three LS were used as Dependent Variables (DV), whereas the five DMS

were used as Autonomous Variables (AV). Age, qualification, profession, experience, annual income, and levels/roles have all been regulated in all analyses by their insertion in the initial phase as Control Factors (CF). Merely a few versions, as shown in Table 20, have been determined to be meaningful.

Table 20: Variability in the LS (objective criteria) brought on by the DMS (predictor variables) using regression models.

AV (α)	Model 1 (DV=TFM)	Model 2 (DV=TSL)	Model 3 (DV=TFM)	Model 4 (DV=LF)	Model 5 (DV=TSL)	Model 6 (DV=LF)
Logical	0.39	0.31	-	-	-	-
Instinctive	-	-	-	-	-	-
Reliant	-	-	0.3	-	-	-
Ambivalent	-	-	-	0.33	-	-
Impulsive	-	-	-	-	-	-
Logical x Reliant	-	-	-	-	0.36	-
Instinctive x Impulsive	-	-	-	-	-	-
Reliant x Ambivalent	-	-	-	-	-	0.37
$\Delta(F)$	6.98	2.01	2.12	1.98	2.12	2.54
Coefficient of determination (R^2)	0.21	0.25	0.26	0.25	0.29	0.3

The parameters show the DMS's capacity to estimate LS. For instance, a value of 0.7 implies that a shift in the DV of one SD causes a change in the expected (criterion) factor of 0.7 SD. The percent of the variation in LS is explained in terms of R^2 by DMS. The regression analysis's model fit is shown by the $\Delta(F)$ statistic. R^2 denotes the unique variance that the DMS in LS accounts for in addition to the CF. DF stands for a substantial shift in the model's fit, indicating a special predictive validity for DMS as an LS predictor. In addition to CF, Logical DMS explained 13.9% of the variation in TFM-LS ($\alpha = 0.39$) above and beyond CF. Additionally, a substantial 7.5% variation in TSL-LS has been significantly explained by logical DMS ($R^2 = 0.21$, correlation < 0.01). In TSL-LS ($\alpha = 0.3$), Reliant DMS accounted for 8.1% of the variance, while Ambivalent DMS accounted for 8.5% ($\alpha = 0.33$). In Indian business organizations, the responses to RQ3, RQ4, and RQ5, respectively, are: "Logical DMS is affiliated with TFM-LS"; "Logical and Reliant DMS correlate with TSL-LS"; and "Ambivalent DMS is linked to LF-DMS."

The mixture of two DMS has been evaluated as a determinant of three LS. It was discovered that both logical and reliant styles were associated with TFM with $\alpha=0.39$ and $\alpha=0.31$, respectively. The association of "Logical and Reliant" as a determinant of TSL showed significant findings ($\alpha = 0.36$). The associations between "Instinctive and Impulsive" and "Reliant and Ambivalent" have also been employed as determinants of three LS owing to the connection between the styles. The LF ($\alpha = 0.37$) has been anticipated by the interplay of "Reliant and Ambivalent" kinds, as depicted in Table IV. While the "Instinctive and Impulsive" relationship predicted nothing, a paradigm of leadership in Indian business organizations - infrastructure and development services - organizations have been developed in Fig. 17 based on the regression-based model fits.

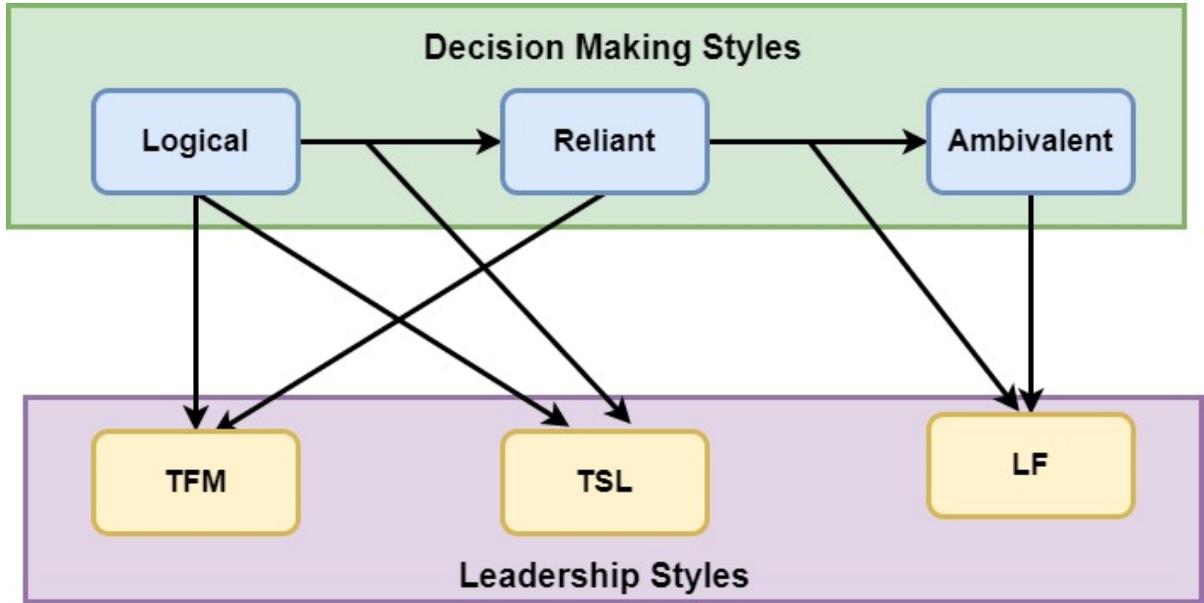


Fig. 17. Regression-based model of leadership and decision-making styles in the Indian business ecosystem

5.3.1 Discussion on Research Question 1

DMS and LS averages (RQ1): Leadership behaviors are more accurate predictors of leadership effectiveness than leadership traits. According to the findings of this study, leadership in the Indian business ecosystem had the most significant level of logical DMS, trailed by instinctive, reliant, impulsive, and ambivalent DMS. Leaders who exhibit the most logical and least ambivalent types in their DM behaviors prefer to weigh all available options before making decisions. A leader must guide the organization to make the volatility and shifts affecting the organization's business plan evident. To provide clarity, such transparency must be derived from the current information and updated often (Goodwin, 2019).

The leaders' logical DMS (92.4%) has been supported by their instinctive style (76.8%), which includes instinct, sentiments, perceptions, revelations, etc. According to Hodgson & Binney (2007), organizational leaders frequently combine "instinct" with actual data, accept responsibility for both themselves and a team, and demonstrate some regard for other people's feelings (Hodgson & Binney, 2007). The third-highest dependent strategy suggests a safety net for both intuitive emotion and analytical logic. The fact that Indian leaders prefer

involvement over supervision and that they are supposed to be both task-focused and people-oriented are also reflected in this study. They bargain before making judgments on how best to use existing funds.

DM inside an organization frequently calls for high-quality feedback from all stakeholders. To develop and enhance crucial choices in their organizations, executives interact with their colleagues and subordinates (either privately or in a professional context) (Brooks, 2011). The participatory inclinations of Indian corporate executives can gather public and private information, and the teams with access to additional data critical to decision-making do more effectively than their peers. Leaders' second-to-last (though significant, 63.2%) impulsive style may be a result of their plant-based working, necessitating leaders' awareness and rapid decisions to handle emergencies. Even though the impulsive DMS shows fewer job scheduling opportunities, it indicates the decision-maker's hasty decisions.

Therefore, unpredictability is required to support the leaders' rational strategies. Among all DMS, the ambivalent approach is the least acceptable (38.4%). It is healthier when there is a good reason not to choose. Resistance is a sign of indecision and may be caused by various factors, including the alternatives' value, desirability, clarity, and disparity, among others (Brooks, 2011). The reported ambivalence may result from delays in getting multiple options for logical decisions. This suggests that decision-makers may become optimists in their constant hunt for viable choices and adopt an ambivalent approach.

To manage the organization in a challenging environment, organizations must shift their attention from creating personal managers to strengthening the leadership potential and a group of executives. From most significant to least, the amplitudes of the leaders' LS in this research are 80.2% of TFM, 72% of TSL, and 41% of LF. TFM leaders employ cognitive, motivational, and inspirational factors to affect change in individuals and organizations. According to Gandolfi (2018), the first TFM is also anchored in Indian culture, and it denotes that leaders prioritize inspirational motivation, personalized concern, idealized influence, and inspiring motivation (Gandolfi & Stone, 2018). They provide individual attention to prevent their disciples from feeling ignored. This focus on the unique assists in transforming people into leaders. Business TFM executives serve as role models for employees, inspiring belief in their purpose and principles.

The second largest TSL-LS shows that the leaders use governance by outlier and conditional compensation systems while managing the sections. These TSL strategies are essential and required in goal-based manufacturing units. This denotes that corporate TSL leaders give all favorable reviews and setups with their members to win their cooperation, collaboration, and conformity. Since the amount and quality of output rely on the exchange rate, the performance reaches the target but does exceed aspirations.

TSL leaders and their adherents depend on one another and recognize and appreciate one another's contributions. There are two types of transactions or exchanges: low level (trade of products, truths, or other tangibles like labour hours or pay rates) and high level (transaction based on mutual understanding and faith, social interactions, and moral principles like fairness, compassion, and honesty). When a TSL conducts a high-level exchange, the TFM approach is sought.

The findings show that Indian corporate leaders undertake both low- and high-level interactions, making them both TSL and TFM (Agasisti, Bowers & Soncin, 2019). The transfer from transactional to transformational management mode, as seen by the gradual LS from TSL to TFM, confirms that this shift is taking place to motivate employees in an organization through on-going change to acknowledge the future. The conclusion (39.5% LF) is disturbing since the LF-LS indicate that the CEOs have abdicated their duties. Nevertheless, data shows CEOs have a modest propensity to step in under dire circumstances, possibly when aspirations are not realized. Unfortunately, such a relinquishment of control might negatively impact organizational effectiveness. Thus, the LF-LS shouldn't adopt an ambivalent DMS.

5.3.2 Discussion on Research Question 2

DMS and LS sub-category variation (RQ2): Only a few differences between age- and expertise sub-categories have been determined to be statistically meaningful. Senior and younger leaders had comparable logical DMs, whereas middle-aged leaders had varied logical DMSs. The intermediate and high-experience groups' logical DMS differed substantially as well. It's possible that middle-aged company leaders evaluate and select options differently from young inexperienced executives and seasoned elderly leaders according to their past experiences and planned future endeavors. Junior corporate leaders

may tend to adhere to all the processes of a logical DMS.

In contrast, senior leaders may do the same if there are no prospects for more outstanding performance. Furthermore, middle-aged company executives devise and implement many transformative tactics for the benefit of their employees and organization owing to a wealth of prospects and significant prior experience. Therefore, it is seen that middle-aged transformative leaders have distinct methods from younger and senior leaders.

Further, the contrast in TSL-LS between young and middle-aged managers is explicable, given that a new leader may be more interested in deciding issues with inadequate strategies, grievances, and errors. However, middle-aged leaders may prefer to support others in their endeavors and take pleasure in providing proper monitoring and parental compassion.

Correlations between the DMS and LS: The association between the TSL and TFM runs counter to Bushe (2019) assertion that transformative progress is opposed to incremental progress (Bushe, 2019). Likewise, the TFM-LS has been compared with the empirical or TSL-LS. However, it is claimed that it demonstrates how TFM-LS expands on and strengthens TSL-LS by supporting subordinate work, contentment, and recognized trust in the leader. The progress in their LS is that TFM-LS are one point ahead of TSL-LS. After considering the subordinates, one has a broad enough perspective to consider organizational circumstances. Consequently, a leader who is TFM is also TSL.

A TSL manager can also be TFM in parts of their actions, such as helping others in their endeavors or concentrating on previous failed attempts to prevent mistakes from being made again and achieving the intended goal. Consequently, a leader may be both TFM and TSL concurrently and not be compelled to select between the two. Moreover, the DMS is not directly incompatible, which supports the relationships between the DMS. Therefore, it is conceivable for leaders to use many DMSs at once. As a result, a person's DMS may be dominated by one approach, but others may also complement it. In contrast to (Tambe & Krishnan, 2000), a direct association between the reliant and ambivalent DMS has been seen in this research, indicating that decisions may become postponed as one's reliance on others increases (Tambe & Krishnan, 2000).

Even while Tambe & Krishnan (2000) found similar connections between the "Ambivalent

and Reliant" and "Impulsive and Instinctive" DMS in a collection of Indian business leaders, this study found no such negative association between the "Logical and Ambivalent DMS." This may suggest that Indian corporate leaders today are more analytically sophisticated than they were ten years ago and are not just concerned with performance. Now that financial and behavioral intricacies are increasing, their logical methods are being driven to emphasize final efficiency rather than considerably substantially relate to postpone cognition. Numerous prior researches have reached a similar conclusion on the correlation between impulsive and intuitive style. This represents the idea that impulsive style is a fast-moving instinctive DMS.

5.3.4 Discussion on Research Question 3, 4, 5

Relationship between LS and DMS (RQ3-5): TFM and TSL-LS were both anticipated by the logical DMS. There are instances where the spearheads' rationale and analytical methods proved to be the best course of action for their businesses. The examples show that leaders of other organizations and commercial companies could navigate challenging times by making deliberate, rational, calculated, and analytically justified judgments. Strong fact-based task orientation and consideration of decisions' long-term implications are rational decision-makers characteristics. After carefully weighing all relevant facts, the TFM leader will likely make reasonable judgments. TFM leaders exhibit solid moral reasoning and are more concerned with the process (means) than the products (ends). The TFM leaders may thus be purely logical.

Every facet of TFM leadership has been required to enhance the decision-making procedure. TFM leaders are frequently more balanced in their DM methods, according to earlier studies (Alvarez-Milán et al., 2018; Bag et al., 2021; Fries, Kammerlander & Leitterstorf, 2021), and Indian leaders have previously observed comparable findings (Tambe & Krishnan, 2000). It represents that Indian TFM executives consider all the information before making judgments. Such logical decision-makers hardly ever engage in carelessness, but the limitations of the human intellect sometimes interfere with pure and perfect logic. So, despite the constraints on information processing, TFM leaders adhere to logic. Instead of focusing just on the immediate parts of the issue, TFM leaders support exploration and decisions that consider the more significant organizational and external environmental circumstances.

As a result, these leaders' broad perspectives truly transform their adherents. The conclusion

that dependent DMS does not anticipate TFM contradicts Burns (1978) assertion that TFM leaders frequently depend on others for their judgments (Burns & Leadership, 1978). It has also put the TFM leader's ability to stimulate followers' minds and encourage them to solve difficulties to the challenge. Our findings challenge the notion that TFM leaders give their co-workers and subordinate more self-assurance so they can understand what is right and competently makes the correct judgments. This result contrasts with Han et al. (2020), who found that TFM executives are more inclined to delegate DM authority and engage in frequent employee communication.

In contrast to (Tambe & Krishnan, 2000), who discovered an association between a reliant and logical DMS and TFM; our data showed that a reliant and logical DMS anticipated TSL. This suggests that transactional leaders support rational and dependent behaviors, implying that these leaders seek outside counsel before making logical judgments. External contributions may improve the decision-making process even if there is a potential for delays when seeking counsel from others. The example cases demonstrate that discussions and consultations may result in answers for even the most challenging issues. It may also be claimed that overly aggressive behavior is socially unacceptable in some Asian cultures, where picking out people for public praise is more likely to shame them than to make them feel good (Jin & Cortazzi, 2022).

The collectivist group approach stands in for the "we" group, which is the foundation of individuality, safety, faithfulness, and reliant on relationships. Supervising managers must be paternalistic, which entails subordinates depending on their superiors to meet professional and personal needs. The present study showed no correlation between TSL-LS and impulsive style; both TSL-LS and TFM were linked to logical DMS. This refutes the claim that "TSL leaders make quick decisions, especially in comparison to the TFM leaders who take into account various alternatives." However, if TSL executives are swift in their DMS, they should be impulsive and not logical as TFM leaders. They should not be reliant on others. It has also been noted that Indian TSL leaders are coherent. The TSL leaders' DMS indicates a solid and long-term strategy for organizing the executives since it endorses certainty and explicit instructions. Therefore, the link between TSL-LS and reliant DMS can be explained by the reality that TSL executives are not always authoritarian. They are successful because they are

receptive to the wants and aspirations of the employees. Indian TSL leaders care about their members and ensure they don't suffer injustice if they function well.

While meticulousness is necessary, it must be tempered with delegation, encouragement, and appreciation of the accomplishment of tasks given to others. Reliant DMS, as mentioned in Ardichvili & Kuchinke (2002), represents delegating responsibility for making decisions to others (Ardichvili & Kuchinke, 2002). It may include a tendency to outsource DM to focus on some problems of greater significance. Subordinates may accomplish exceptionally well owing to their position in the judgments of the spearhead, which in turn fosters trust in them. As a result, TSL leaders constantly communicate with their followers to assess, recognize, and rectify their performance. The notion that a TSL leader manipulates a follower's desired results in return for conformity with the leader's wishes is called into question by the relationship of dependent style with TSL-LS. Instead, it suggests that these leaders like talking with individuals in charge of achieving the performance goals whenever necessary.

Due to this high level of apprehension, TSL leaders probably rely on the opinions of their followers in addition to being rational (like TFM leaders) when making choices. Such leaders might not be wholly reasonable in their actions. Leaders require advice from groups and sectors they often do not engage. The question as to whether Indian TFM executives are consultative or not remain unanswered in the lack of any significant positive link between dependent DMS and TFM-LS. However, in (Jin and Cortazzi, 2022), authors gave assertion that TFM-LS do not necessarily provide group-oriented attention because they practice personalized regard for subordinates can be used to answer this topic. Their emphasis on instilling independence in associates displays an independent mind-set instead of dependence and compliance. A significant correlation between LF-LS and Ambivalent DMS refutes the notion that LF leaders abstain from making judgments since their subordinates know how to do the job properly. According to the findings above, LF leaders frequently avoid making decisions and delegate them to others. This is because the ambivalent approach is classified as being associated with delays, denial, and poor performance. This result is consistent with Bushe (2019), who found that LF leaders shirk responsibility and postpone making choices.

When it comes to rule, this kind of leadership is practically identical to none at all. The manufacturing facilities frequently have deadlines and output goals. Delay and evasion are

not permitted concerning the Indian manufacturing sector's specified timetable. As a result, followers have no expectations of LF leaders; instead, they must create their paths to success. Consequently, the leaders never address their problems and performances, which might demotivate them. Furthermore, the dependent and ambivalent interaction anticipated the current study's LF leadership. It may mean that the leadership remains TSL unless the dependency changes into avoidance, but a leader ambivalent about being dependent changes into a "hands-off" LF leader.

5.4 Inferences

This study has several ramifications. Both scholars and practitioners might benefit from this study. Theoretical possible inferences: Despite the wealth of literature on leadership, additional study is required to understand how to recognize LSs to assist, choose and develop leaders who are effective by implementing an appropriate DMS. This work has furthered the investigation of DMS and LS. From a scholarly perspective, it clarifies significant studies and adds to the knowledge of LS and DMS. The findings are essential for understanding the DMS (logical, instinctive, reliant, ambivalent, and impulsive) and LS (TFM, TSL, and LF) and their connection to Indian commercial enterprises. The question of whether the results generalize across/to different businesses and situations may thus attract researchers.

Further emphasis is placed on the precise research area. Practical implications: Executives should thoroughly consider their decision-making and leadership styles before doing so. In business enterprises, particularly those involved in construction and infrastructure solutions, there are consequences for the teaching, learning, and training of LS and DMS. The most critical TFM and logical thinking strategies are characteristics of high-performing leaders. Less Ambivalent and LF methods also improve performance, showing CEOs prefer to delay decisions less. This study emphasizes the importance of CEOs' Logical DMS as a TFM-LS and TSL-LS determinant. It suggests that TFM and TSL executives support rational DMS. As a result, they seek a lot of information, consider various options, and scrutinize specifics to find the best solutions and forecast results—procrastination in decision-making results in hands-off leadership, symbolized by ambivalent DMS when used as an LF-LS predictor. Instead of making judgments alone and persuading people to adapt, organizations may make

better decisions by listening to and cooperating with their employees.

The Reliant DMS identified as the backgrounds of TSL-LS demonstrates that in the socialist Indian philosophy, the issues are addressed and determined through discussion by the TSL leaders. Additionally, the reward system and governance by exception features of TSL-LS appear to be strengthened by the "interaction of logical and dependent approaches." Thus, it is clear that TSL-LS support logical and reliant DMS, which is important for Asian socialist cultures. Accordingly, managers working in Indian civil and construction remedies business firms may be urged to implement an additional logical tactic made possible by including essential consultants except they are self-contained with all information-based inputs.

Additionally, the "interactive Reliant and Ambivalent DMS" discovered as an LF-LS predictor suggest that when these DMS are combined, they increase a tendency to avoid making decisions in one's best interests. In organizations, this may result in "indecision and no leadership." As a result, the LF-LS should not be employed. The executive may become conscious of adopting appropriate LS and the type of decision-making associated with such behaviors, which has implications for the psychology of management and decision-making. As DMS are created by leaders, they must determine at what level of the company choices are taken, how much influence and involvement individuals are given in the framework, and the optimum method for making choices. The results might be applied to managerial executive development programs to help them grow professionally and intellectually. For Microsoft and General Electric to become what they are today, Bill Gates and Jack Welch were not solely responsible. The group of capable leaders drives the organization's expansion and sustainability.

As a result, management training may be created to improve managers' knowledge, abilities, and attitudes regarding LS and DMS, allowing for the development of several managers with the appropriate decision-making profiles. The shift from LF to TSL and from TSL to TFM leaders can be facilitated by practitioners' and consultants' recommendations for behavioral change training programs. The study may direct management education programs so professors, tutors, students, and aspiring managers can learn and become aware of appropriate leadership and decision-making processes. The results might also be used to develop practitioner-oriented LS and DMS courses that raise firm performance levels and deal with

leadership and DMS concerns. It could be suggested to the executives to go to leadership and DM conferences. The study also has ramifications for important executive profiles regarding succession planning, career management, and leadership selection.

5.5 Limitations, Contributions and Scope for future research

There are certain restrictions on the findings, debate, and ramifications. First, there were just 50 participants (all men), which may not have been a significant sample size to reflect the total Indian business sector leaders. Even though the participants came from similar businesses and industries, they were all in high-level positions. The cross-sectional study approach is another drawback. The survey approach also has limitations due to human biases (self-serving bias) and a set of restricted questions, despite a 100% response rate. Although a single-factor test addressed it, the commonly used variance (synthetic dissimilarity between the reliant and non-reliant variables) might be a constraint.

Additionally, respondents were informed that there is no right or wrong answer and that anonymity was guaranteed to obtain honest replies. Similarly, it is clear that behavioral measurements are preferred for performance management purposes and that people are frequently in the most excellent position to describe their states and methods. The study's second drawback is that only particular DMS—such as logical, instinctive, reliant, ambivalent, and impulsive—and specific LS—such as TFM, TSL, and LF were considered. Additionally, this research may have overlooked other factors like organizational culture and technological advancement that may impact the LS and DMS.

The advantage over the prior study, which primarily focused on the five DMS and only TFM-LS in connection to limited outcome measures in Indian business contexts, is the focus on exploring the relationship of the three (TFM, TSL, and LF) LS with the five DMS. Some adverse and beneficial results go above and beyond what has already been discovered. In contrast to an earlier study (Tambe & Krishnan, 2000), this research found no correlation between TFM-LS and reliant DMS in the Indian business sample but a link between TSL and reliant style. The general perception of TFM executives is that they are engaged with their subordinates. The reason they do not support a reliant DMS or a mix of it and the logical DMS must then be questioned. To what extent the TFM leaders are consultative is something that researchers may consider. In addition, it has to be investigated why the impulsive

approach wasn't associated with TSL-LS if TSL leaders are quicker than TFM. In addition, authors in (Alvarez-Milán et al., 2018; Bag et al., 2012; Fries et al., 2012) raise the question of whether TSL-LS in India is associated with authoritative and autocratic attributions. To further the study, we explain the recommendations for future research that should be conducted. This research's limits may be addressed in future research, including new contextual factors such as examining other nations, industries, and even across industries and countries. Future studies may use a longitudinal study strategy. Additionally, the addition of additional LS and DMS may give current studies a boost and dispel any remaining questions. The measurements were self-reports, and it is advised that future research evaluate LS using a 360-degree/ stakeholders-perspective approach.

5.6 Conclusion

Any organization's effectiveness is based on its management decision-making process. This research examined the relationship between Indian business leaders' LS and DMS and their LS and DMS. India's business sector significantly contributed to the country's economic growth during the past ten years, but sustainable development still demands wise leadership and choices. Business leaders must manage low-level and high-level interactions with groups to achieve production targets along with sales promises and quality obligations to the consumers. They must provide both excellent safeties for their employees and faster speed. With the primary logical checking of data sources to be confident of the appropriate evidences before making judgments and the reliant method of soliciting the assistance of others for making critical choices, the prospects of the Indian business sector appear to be better. Encouragement can also be found in the employment and nurturing of subordinates under "TSL leaders engaged in transactions involving goods or privileges or other tangible things like work hours or rate of pay" and "TFM leaders engaged in transactions involving goods or privileges or other quantifiable metrics like interpersonal relations and ethical principles like honesty, care, and justice." As a result, the TSL focus on the trends of nonconformity, abnormalities, errors, and disagreements, along with the successful accomplishment of action target with guaranteeing remuneration, as well as the attention to detail in the crucial judgment circumstances with fewer LF inclinations of the Indian company executives, are encouraging for development.

The logical DMS, TFM-LS, and TSL-LS of intermediate and other age groups differ significantly. The logical DMS of the medium and high-knowledge groups also seem to vary considerably. Despite its limits, the study adds to previous research and contrasts several points of view. Identifying the connection between logical and reliant DMS and TSL-LS has been intriguing. However, there is no correlation between ambivalent DMS and TFM-LS. The relationship between LF and ambivalent DMS and the fact that these leaders shirk accountability and delegate DM contributes to this. These leaders' delay in the guise of talks and abdicating responsibility has been mirrored in the influence of reliant DMS and ambivalent DMS on LF-LS. In this regard, the research reveals the relationship between LS and DMS in the Indian business ecosystem.

CHAPTER VI:
SUMMARY, IMPLICATIONS, AND RECOMMENDATIONS

6.1 Summary

The study's results, conclusions, and suggestions were discussed in this section. The research focuses on the critical components of labor relations, recruitment, and financial decision in the subsidiary and affiliations of multinational corporations operating in India.

Multi-National Enterprises (MNE) hold a minor portion of all corporate governance work in India. The anticipated amount of money invested by multinational corporations totals about 2.5 billion US dollars, or approximately 10% of investments made by individual corporations, or 5% if public service investments are included. The majority of foreign shareholdings are still in Britain.

Additionally, several subsidiaries of American, Canadian, French, and Swiss companies primarily work in the high-tech, chemical, pharmacological, insecticide, medicine, dyeing, and medical applications (computing, telecommunications, and technology). Multinational companies produce various consumer items, such as vegetable and fractional oils, soaps and laundry detergents, tobacco, bottled tea, tires, powdered milk, candies, cookies, tea, cooking utensils, perfumes, toothbrushes, and chargers. Several technological cooperation arrangements have been made with Japanese companies, notably in the automobile, construction, watch power tractor, and fertilizer industries. However, their equity involvement has so far stayed relatively low.

Foreign Exchange Regulatory Act (FERA), passed in 1969–1970, and, in the majority of situations, the Monopolistic tendencies and Restraint Trade Treaties (MRTP) Commissioners, the Industries Development and Control Act of 1951, as well as substantial labor laws, are all applicable to MNE.

Except in situations where the firm is active in either essential or high technological fields or largely export-oriented industries when the majority of international investment is authorized, the FERA generally allows the foreign investment to keep up to 40% of the equity.

Conversely, the members with a 40% ownership have often kept control by stock dilution, extensive holding distribution, and the issuance of share capital. The MRTP Committee promotes establishing businesses with investments of more than Rs. 200 million or organizations that hold a third of the marketplace for a particular good.

The major Indian industrial firms can also adopt MRTP. The ceiling shown is quite easily achieved, given the current inflation. These rules apply in situations including growth, modernization, and diversity. The Industrial Reconstruction and Regulation Act of 1951 mandates that businesses need to get an industrial license before constructing a factory. According to the Industrial Relations Act of 1947, following labor legislation and court rulings, it is practically impossible to implement downsizing, much alone layoffs and factory shutdown, without the local officials' prior consent.

Restructuring and redeployment are frequently required by businesses as they grow, modernize, or expand their activities. In a few instances, MNEs have successfully reduced employment by voluntary retiring, attractive separation plans with significant pay, or a near-ban on hiring and the failure to fill positions created by retirement, dying, or resigning.

Given these restrictions, administrative red ribbon, and processes, MNE's desire to engage in India is likely mostly related to the country's historically high short- and long-term investment returns. Additional reasons for investing include being in a nation with a sizable and expanding market, having access to raw materials, political stability, and safety.

MNEs are also given guarantees about their worries in the essential categories, such as the security of their investments, their ability to expatriate their ownership stake in the firm, and the ability to remit any relevant earnings and other costs promptly. Additionally, MNEs are guaranteed both practical and legal security when expanding the use of their proprietary technology and copyrights on reasonable economic conditions. They are not required to make them available to entities other than the firm in which they have engaged.

MNEs can employ technical and specialized employees readily accessible while also growing, expanding, and diversifying within the government's economic proposals. India has an impeccable history of keeping its word and paying its financial responsibilities globally.

The original study's main goal was to comprehend business people's decision-making

methods' influence on Smart and Medium Enterprises (SME) financial efficiency. The findings imply that the link between business people's decision-making processes and the economic success of SMEs is mediated by innovative regional activities, organizational organizations' assistance, and commercial and social connections. Thus, the study expanded the methodological knowledge of how businesses make decisions and how those decisions affect the economic profitability of SMEs. The research offers a more robust understanding of the circumstances and mechanisms through which an inventor's decision-making approach involves the financial success of SMEs

6.2 Implications

The study's first goal was to determine the participants' demographics regarding their age, nationality, education level, and duration of employment with the company. Men outnumber the Indian business organization of Managing and Government Development female workers, the data on gender showed.

Indian Business Portal (IBP) employees are between the ages of 25 and 34. The preponderance of IBP personnel are young, enthusiastic, and junior employee members who, with the right incentives, have the potential to enhance the organization's brand and reputation. On the other extreme, the bulk of the IBP employee has degrees. There is not a single PhD-holding worker at IBP.

Generally, this research reveals that among Indian executives, the administrative approach is most prevalent. It is followed by the benign autocratic, progressive, and democratic types. The research shows that management conduct lacks a distinct purpose, which reflects Indian executives' lack of managerial conviction and ideals.

Management styles are shown to be significantly influenced by company structure. The bottom and middle leadership are typified by bureaucratic conduct, whereas the upper executives exhibit benign authoritarianism.

The varied possibilities allowed to these groupings for exercising control and authority over business structures and colleagues may cause these behavioral variations. Upper executives sanction the normal operation of the corporate incentive and punishment mechanism. As a result, it can better control how its employees behave. Lacking rooted previously operated,

middle and lower-level managers might have less influence over their employees

6.2.1 Autocratic leadership style and employee commitment

- The article's second goal was to investigate how the Indian business organization of Managing and Administrative Development's authoritarian leadership approach and employee commitment.
- The study's key conclusion was that, with a mean rating of 3.0, employees were confused if organization administrators used an authoritarian leadership approach. The results also showed that autocratic management in that particular firm has a detrimental impact on the workers' loyalty.
- The research also discovered that Indian business organization leaders limit employee involvement in corporate decision-making. Additionally, they need to communicate requirements and objectives to workers. Higher employee productivity could result from this. Thankfully, the study results revealed that the organization's management does not rely on coercion and retribution.
- Employees may be forced to leave the company if there is authoritarian leadership present. The statistical result indicated that some employees quit the company of their own volition. If this turnover rate keeps up, it can lower employee morale and compel the company to spend additional expenditures. The statements made that "employee turnover can have various negative implications, particularly if the turnover is significant" are supported by this information. It can be challenging and expensive for a company to replace departing employees directly and indirectly. Due to the loss of beloved coworkers, the current workers may get discouraged, and friends and life routines may be disturbed until substitutes are recruited.

6.2.2. Democratic leadership style and employee commitment

- The article's third goal was determining how IBP's democratic leadership type influences worker engagement. The study's key results were that employees overwhelmingly stated that IBP's executives adopt a participative approach, with a mean rating of 3.5. The results also demonstrated a good relationship between the organization's democratic management and the workers' dedication.

- The empirical study discovered that respondents anticipated staying lengthier with the organization if they were provided a voice in decision-making or a chance to participate. Workers who were permitted to engage in decision-making showed better engagement in the business.

6.2.3. Transformational and employee commitment

- The report's fourth goal was to investigate the link between a transformative leadership style and worker engagement. According to employees, the article's key results were that IBP executives consistently use transformational leadership, with a mean score of 3.6. The results also showed a correlation between the transformative leader used in that particular firm and the workers' dedication to it.
- The research on transformative leaders demonstrated that institute executives motivated employee members with their commitment to the organization's vision and mission. Additionally, officials at IBP paid close consideration to the worries and professional requirements of the employee.
- Respondents in the research concurred that their leadership helped them progress in their professions, which made them work more for the business, do better work, and persist overnight. That is in line with earlier study findings that "transformational leadership is likely to acquire their people's loyalty to the company as they assist believers in going beyond their capabilities and meeting their higher-order wants."

The study observed that the organization's attendance policies needed to be more precise. Employees will be encouraged to skip work and do worse as a result. Regarding the other extreme, they will be dedicated and have a reduced turnover rate if there are explicit regulations and standards on absence. The statement that "engaged organizational personnel will have strong attendance figures, voluntary adherence to corporate policies, and reduced turnover levels" is supported by this fact.

6.2.4 Findings

SPSS was used to process the questionnaire information. Computing Pearson's linear correlation coefficients allowed researchers to examine the link between the parameters. The following were the survey's results' conclusions regarding its goals.

The article's second goal was to investigate the link between an authoritarian management style and worker loyalty. The study put this null assumption to the assessment:

- There is no connection between an authoritarian leadership approach and the level of engagement of a particular organization's workforce.
- Autocratic management and worker devotion have a significant relationship.

The study demonstrated a significant relationship between the two parameters, authoritarian leadership type, and work engagement, rejecting the null assumption and accepting the alternative based on quantitative computations (R -value = - 0.312). Additionally, the study concluded that an organization's adopting an autocratic leadership type is a reliable indicator of employee retention.

The survey's third goal was to ascertain how an organization's democratic management style impacts its employees' commitment. The scholar so planned to investigate the following alternative theory:

- Worker dedication and democratic management type do not significantly correlate.
- Worker dedication and democratic management type have a tangible link.

According to the research, worker dedication and democratic management are positively correlated. The researcher accepted the alternative hypothesis based on the estimated statistics (R -value = 0.584). Therefore, a democratic management approach was a reliable indicator of higher employee engagement.

The article investigated the link between a transformative leadership type and worker engagement. The study also planned to explore the following alternative hypothesis:

- There is no conclusive connection between worker engagement and a transformative leadership approach.
- Worker engagement and transformative leadership are significantly correlated.

The study supported the alternative assumption based on the data (R -value = 0.703). Conclude: Organizational engagement was highly correlated with the transformative management approach. The estimated R -value of 0.703 was favorable, indicating a positive association between employees' dedication and transformative leadership.

The study also concluded that the presence of a transformative leadership leader within an organization could result in the following outcomes: workers becoming aware of the objective and foresight of the organization, superior officers attending to their necessities; leaders advancing their career opportunities; and representatives listening to the conditions of the workers in terms of professional development. In conclusion, workers will stay with the firm longer.

As a result, having a transformative leadership style inside a company indicates increased employee engagement. This information supports the assertion that "transformative leadership impacted organizational engagement and discovered that transformational leadership has a favorable relationship with workers' organizational engagement."

Finally, an association study was conducted to see whether there was any connection between leadership approaches and worker engagement. The link between the two variables was examined using the Pearson coefficient. The calculated r-value (0.535) was large enough or highly meaningful, demonstrating that the two variables, management approaches and work engagement were strongly associated, according to the statistical findings.

6.3 Recommendations for Future Research

The administrators should encourage as much employee involvement in decision-making as possible and should not hold onto that power; doing so will raise employee morale and encourage them to stay with the company longer.

- Individuals may enhance their contribution, attempts, and energy by having realistic objectives and job definitions of what are required, which may assist them in achieving good performance.
- IBP executives should create explicit standards for absence in the workplace and explain them to employee members. Worker productivity may increase due to being forced to finish their task and be on time for the job.
- Institute managers should be encouraged to share their views and make recommendations to make employee members feel important and motivate them to be in the company for longer.

- IBP managers should create enjoyable and fulfilling work environments, prevent employees from quitting, exert influence over them, and inspire them to go above and beyond the call of duty.

To further educate the administration on various leadership philosophies and strengthen the dedication of IBP's personnel, IBP should practice the training program suggested in the following pages.

6.3.1 Different types of leadership

An autocratic leader makes the majority of decisions alone, with little input from followers. Democratic leadership seeks to provide every worker a voice in decision-making. Leases-faire is a style of leadership where organizations are left to manage themselves with little interference from higher up in the management structure. They gave the gang its space to act whatever they pleased. A laissez-faire leadership steers clear of making decisions, giving out awards, and giving out positive or negative comments to employees.

A leadership approach known as transformative leadership outlines how executives transform groups or organizations by articulating, demonstrating, and encouraging workers to live up to that vision. Transformative (TL) leaders change others' thoughts, emotions, and aspirations. They provide brand-new solutions to open challenges and novel solutions to old ones. TL is organizational in their skill and empathic.

Theorists of transformative leaders believe that the emotional connection to and stimulation of followers' emotions and motivation results from the transformative leader's actions. The influence a leader has on a following determines how much of a transformative leadership they are seen to be; supporters of transformative leadership feel confidence and admiration for their leadership and are inspired to perform outstanding actions.

Transformational leaders steer or inspire their people toward predetermined goals by defining roles and job requirements. Particular following' issues and developing needs are taken into consideration by transformative leadership, which can alter supporters' perceptions of problems by assisting them in finding fresh approaches to old ones. They can enthuse, motivate, and encourage individuals to work harder to accomplish the organization's objectives.

6.3.2 Factors that increase employee commitment

The five steps listed below should be taken by organizations to lower employee churn and increase commitment:

1. Show workers that the organization values them cares about their professional advancement, and supports their need for personal development.
2. "Walk the talking" by assuring that the business plan is implemented effectively across the whole business, including aligning the incentives program with strategic objectives.
3. Keep an eye out for and eradicate any contradictions between managerial decisions or regulations that weaken their commitment to their workforce and the promotion of employee confidence.
4. Fight retention by giving employees innovative, applicable education broadens their experiences and offers growth opportunities.
5. Remove bad managers from their positions because, as the saying goes, "Individuals don't leave their positions; they depart their supervisors," many workers quit their employment because they are dissatisfied with their supervisors.

6.4 Conclusion

One of the many skills a great manager has to have is leadership. It is essential to be careful while separating the two ideas. A management's primary goal is to increase business outcomes through compelling administration. Management must create the jobs to accomplish this:

- Organizing
- Planning
- Employing
- Directing
- Managing

One crucial aspect of the management task is leadership. A manager requires official authority and being a leader to succeed. Senior leadership must be active and serve as role models for initiatives of any caliber if they are to succeed. It is impossible to subcontract this

engagement.

Planning and scheduling initiatives and operational processes, allocating reserves to reduce costs while maximizing benefits, supervising policies and procedures, setting up control measures to measure usefulness and efficiency, and inspiring subordinates are all parts of planning. Leadership is focused on the current activities and their immediate outcomes.

When leadership and management are seen independently, management becomes more ethereal. Leading someone or a group toward the best outcomes is leadership. The capacity to discern and explain goals and visions requires strong comprehension.

A boss must be followed, but leadership people will instinctively follow their choices. Managers may have yet to attain their level of power due to their leadership potential but, instead, through period and dedication to the company. Even if a manager lacks organizational abilities, their vision creates people behind them.

Leadership and management must collaborate. They cannot be switched out. But they are mutually dependent and supportive of one another. Any endeavor to separate the two will probably cause more problems than it fixes. Even so, much ink has been wasted to describe the differences. Among the company's responsibilities are planning, directing, and arranging. The leadership's responsibility is to motivate and inspire. The statement made a list of the distinctions in the book "On Being a Leadership," and he listed them as continues to follow:

- The leadership keeps evolving; the manager oversees.
- The leadership is unique; the management is a replica.
- The leadership grows; the leader keeps.
- The manager focuses on workers, whereas the management is focused on structure and processes.
- Leadership inspires confidence; management depends on control.
- The leadership has a long-term viewpoint; the management has a short-term one.
- The leadership questions what and why, while the management questions how and when.
- The leadership focuses on the future, whereas the management constantly focuses on the bottom line.

- The leadership creates; the management copies.
- The leadership confronts the current quo; the management embraces it.
- The management is the archetypal great soldier, but the leadership is an individual.
- The leadership leads by example; the management follows suit.

The article's shortcomings, the need for more research, and the event's conclusion are presented in this section.

Before drawing any conclusions, one must determine how reliable and relevant the results are. Despite my best efforts to perform a trustworthy and fair study, the study had some shortcomings. The sample size constraint is the most evident.

Due to the study's exclusive organizational emphasis, comparing the relationships between the variables in other companies was not feasible. The random sample may have influenced the ability to find statistically significant connections between parameters. It will be essential to conduct a study with a more extensive sampling size and a more substantial number of participants to increase the statistical significance of the above conclusions. The findings of the association between the parameters would be more definite with statistically significant connections.

Workers may have held a range of occupations, which presents another constraint. If the sample was limited to one job category, the impact of potential misleading factors might be diminished.

The research was also carried out for one business involved in rebuilding. Additional investigation is required to see whether outcomes apply to other companies operating in different industries.

In terms of both racial and cultural variety, the research sample constituted a uniform group of people. Outcomes would be improved by using respondents from various national and cultural backgrounds. Some findings from the present research could have been more confidently understood due to the diverse perspectives that people from different socio-economic backgrounds may have on the management style used in the firm. Consequently, further study has to be done to see if the findings can be applied to people of other racial and cultural backgrounds.

Business leaders must manage lower-level and higher-level interactions with workers to achieve production targets, sales promises, and consumer quality obligations. They must provide both excellent safety for their employees and faster speed. With the primary logical double-checking of data resources to be confident of the appropriate factors before creating judgments and the back-depending method of soliciting the assistance of others for creating critical judgments, the prospects of the Indian business sector appear to be better.

Encouragement can also be found in the employment and nurturing of subordinates under "TSL leaders engaged in transactions involving goods or privileges or other tangible things like work hours or rate of pay" and "TFM leaders engaged in transactions involving goods or privileges or other quantifiable metrics like interpersonal relations and ethical principles like honesty, care, and justice." As a result, the transformational focus on the trends of variations, abnormalities, errors, and disputes, along with the successful accomplishment of action target with guaranteeing remuneration, as well as the attention to detail in the crucial judgment circumstances with fewer LF inclinations of the Indian company executives, are encouraging for development.

The logical DMS, TFM-LS, and TSL-LS of medium and older aging classes differ significantly. The logical DMS of the medium-experiences and high-experiences groups also appear to vary considerably. Despite its threshold, the research adds to previous research and contrasts several points of view. Identifying the connection between interactive and independent logical and dependent DIVS and TSL-LS has been intriguing. Ironically, yet, there is no correlation between dependent DMS and TFM-LS. The relationship between LE and dubious DMS and the factor that these leaders shirk accountability and delegate DM contributes to this. These leaders' delay in the guise of talks and abdicating responsibility has been mirrored in the influence of interactive DMS-reliant and ambivalent DMS on LF-LS. In this regard, the research reveals the relationship between LS and DMS in the Indian business ecosystem.

There has not yet been enough empirical data to evaluate and assess DMS in the setting of Indian administration. This research used a sampling of Indian executives to assess the DMS's applicability. The DMS inventory's five-factor framework, originally used to assess this group, has persisted. The metric DMS appears to be appropriate in Indian business situations.

From this point forward, the supervisors' DMS may be evaluated using this metric at work. The decision-making approaches are not mutually incompatible, according to inter-correlations across a variety of styles, however, they are theoretically distinct nonetheless. Logical DMS is most desired among leaders, whereas untrusting DMS is the lowest. They appear to have backup methods for reasoning in the independent and instinctive DMS. Certainly, conservative values remain dominant in Indian civilization and culture, but administrators can integrate global principles into their personal work ideologies. Profile factors and DMS are significantly correlated. In the perspective above, this work significantly adds to the existing DMS research and conclusions. The research is unusual in its field since it thoroughly investigates DMS variability depending on the business and individual profile characteristics for Executives.

6.4.1 Implications

Leaders may be aware of the DMS's definition and the fact that they combine several decision-making approaches while giving their identities a prominent part. Leaders can identify the demographics and DMS traits supporting their aims and ambitions. Both participants and supervisors may remain sensible by using experience-based judgment, obtaining wise counsel without postponing choices, and refraining from becoming impulsive to complete assignments. Businesses in various fields and industries might learn from the results of the variability in DMS. The importance of this study to academia and industry is likewise significant.

It could improve knowledge of managerial thought, methods, and personalities from an academic standpoint. Scholars and academics can use the DMS confidently for their study and consulting. The DMS has been demonstrated to be a consistent and dependable tool, thus professionals may confirm to utilize it in commercial readings. When recruiting, selection, education, and growth, the administration may use DMS. The social cognitive alignment theory states that DMS assessments may also lead the teaching materials by the firm's operations goal, allowing all respondents to think about their strengths and weaknesses. Better results are obtained under matching settings instead of mismatching circumstances when the instructional methods used in an educational environment are compatible with the learner's training style. It might serve as the foundation for locating the educational and occupational

options that are most suitable for the person during the occupational and orienting phases. Additionally, career counseling, job assignment, team structure, conflict administration, and mentorship may benefit from an understanding of DMS.

6.4.2 Limitations and future scope

The research also includes certain restrictions. The sample may not represent all Indian government and commercial sector businesses in the industrial, communications, information technology, mines, and power sectors. Consequently, a larger and more accurate sample is required to extrapolate the results. The identity distortions and social perception in answer constraints of the questionnaire study technique might be a restriction. On the other hand, social acceptability merely modifies the dispersion upwards and has no bearing on how the scale's association is understood. To examine the variations contrasted to previous foreign-based research, this study may be expanded to include diverse Indian populations such as academics, military people, professors, etc. Other information would be revealed by looking at the variances in leaders' DMS between system combined and different cultural contexts. Scholars may expand their research to include several Association of South East Asian Nations and South Asian Association for Regional Cooperation members. To uncover unknown details about leaders' DMS, a future study may also be conducted on a continuous examination in transitioning industries.

REFERENCES

- Pauceanu, A.M., Rabie, N., Moustafa, A. & Jiroveanu, D.C. (2021). Entrepreneurial leadership and sustainable development— A systematic literature reviews. *Sustainability*, 13(21), p.11695.
- Bush, T. (2020). Theories of educational leadership and management. *Theories of Educational Leadership and Management*, pp.1-208.
- Cotterill, S. (2017). Performance psychology: Theory and practice. *Routledge*.
- Liu, Y. & Werblow, J. (2019). The operation of distributed leadership and the relationship with organizational commitment and job satisfaction of principals and teachers: A multi-level model and meta-analysis using the 2013 TALIS data. *International Journal of Educational Research*, 96, pp.41-55.
- Imhangbe, O.S., Okecha, R.E. & Obozuwa, J. (2019). Principals' leadership styles and teachers' job performance: Evidence from Edo State, Nigeria. *Educational Management Administration & Leadership*, 47(6), pp.909-924.
- Voegtlin, C., Frisch, C., Walther, A., & Schwab, P. (2020). Theoretical development and empirical examination of a three-roles model of responsible leadership. *Journal of Business Ethics*, 167(3), 411-431.
- Jakubik, M. (2020). How can practical wisdom manifest itself in five fundamental management and leadership practices?. *Vilakshan-XIMB Journal of Management*.
- Serrat, O., (2021). Mintzberg's model of managing: Random thoughts from an observation. In *Leading Solutions* (pp. 157-169). Springer, Singapore.
- Sinha, R., Chiu, C.Y. & Srinivas, S.B. (2021). Shared leadership and relationship conflict in teams: The moderating role of team power base diversity. *Journal of Organizational Behavior*, 42(5), pp.649-667.
- Ibrahim, A.U. & Daniel, C.O. (2019). Impact of leadership on organisational performance. *International Journal of Business, Management and Social Research*, 6(2), pp.367-374.

- Gandolfi, F. & Stone, S. (2018). Leadership, leadership styles, and servant leadership. *Journal of Management Research*, 18(4), pp.261-269.
- Hogg, M.A. (2021). Uncertain self in a changing world: A foundation for radicalisation, populism, and autocratic leadership. *European Review of Social Psychology*, 32(2), pp.235-268.
- Puni, A., Ofei, S.B. & Okoe, A. (2014). The effect of leadership styles on firm performance in Ghana. *International Journal of Marketing Studies*, 6(1), p.177.
- Al Khajeh, E.H. (2018). Impact of leadership styles on organizational performance. *Journal of Human Resources Management Research*, 2018, pp.1-10.
- Oberer, B., & Erkollar, A. (2018). Leadership 4.0: Digital leaders in the age of industry 4.0. *International journal of organizational leadership*.
- Albejaidi, F., Kundi, G.M. & Mughal, Y.H. (2020). Decision-making, leadership styles and leadership effectiveness: An AMOS-SEM approach. *African Journal of Hospitality, Tourism and Leisure*, 9(1), pp.1-15.
- Akintimehin, O. O., Eniola, A. A., Alabi, O. J., Eluyela, D. F., Okere, W., & Ozordi, E. (2019). Social capital and its effect on business performance in the Nigeria informal sector. *Heliyon*, 5(7), e02024.
- Cantner, U., Cunningham, J. A., Lehmann, E. E., & Menter, M. (2021). Entrepreneurial ecosystems: a dynamic lifecycle model. *Small Business Economics*, 57(1), 407-423.
- Coad, A., & Srhoj, S. (2021). *Entrepreneurial Ecosystems and Regional Persistence of High Growth Firms: A 'Broken Clock' Critique* (No. 996). GLO Discussion Paper.
- Mason, C., & Brown, R. (2013). Creating good public policy to support high-growth firms. *Small business economics*, 40(2), 211-225.
- Adler, R.W. (2000). Strategic investment decision appraisal techniques: the old and the new. *Business Horizons*, 43(6), pp.15-15.
- Ejimabo, N. O. (2015). An approach to understanding leadership decision making in organization. *European Scientific Journal*, 11(11).

Wanous, J.P., Reichers, A.E. & Austin, J.T. (2000). Cynicism about organizational change: Measurement, antecedents, and correlates. *Group & Organization Management*, 25(2), pp.132-153.

Cuéllar-Molina, D., García-Cabrera, A.M. & de la Cruz Déniz-Déniz, M. (2019). Emotional intelligence of the HR decision-maker and high-performance HR practices in SMEs. *European Journal of Management and Business Economics*.

Kotterman, J. (2006). Leadership versus management: what's the difference?. *The Journal for Quality and Participation*, 29(2), p.13.

Ejimabo, N.O. (2015). The influence of decision making in organizational leadership and management activities. *Journal of Entrepreneurship & Organization Management*, 4(2), pp.2222-2839.

Dietrich, C. (2010). Decision making: Factors that influence decision making, heuristics used, and decision outcomes. *Inquiries Journal*, 2(02).

Tambe, A. & Krishnan, V.R. (2000). Leadership in decision-making. *Indian Management*, 39(5), pp.69-79.

Palanski, M., Newman, A., Leroy, H., Moore, C., Hannah, S., & Den Hartog, D. (2021). Quantitative research on leadership and business ethics: Examining the state of the field and an agenda for future research. *Journal of Business Ethics*, 168(1), pp.109-119.

Sharma, A., Agrawal, R., & Khandelwal, U. (2019). Developing ethical leadership for business organizations: A conceptual model of its antecedents and consequences. *Leadership & Organization Development Journal*.

Colovic, A. (2022). Leadership and business model innovation in late internationalizing SMEs. *Long Range Planning*, 55(1), pp. 102083.

Muzira, D. R., Muzira, R., & Min, D. (2020). The concept of servant leadership in business management. *East African Journal of Education and Social Sciences (EAJESS)*, 1(1), pp. 24-32.

Unhelkar, B., & Gonsalves, T. (2020). Enhancing artificial intelligence decision-making frameworks to support leadership during business disruptions. *IT Professional*, 22(6), pp.59-66.

- Sadq, Z. M., Khorsheed, R. K., Mohammed, H. O., & Othman, B. (2020). The Effect of Administrative Leadership on Achieving Business Success Strategies (The Case of Lebanese French University). *International Journal of Advanced Science and Technology*, 29 (2), pp.3095-3102.
- Priadana, S., Sunarsi, D., Wahyitno, A. P. S., Mogi, A., Agustin, F., Irawati, L., & Purwanto, A. (2021). The Effect of Strategic Leadership on Competitive Strategy and Business Performance: Evidence from Indonesian SME's. *Annals of the Romanian Society for Cell Biology*, pp. 4908-4918.
- Becker, G.K. (2018). Moral leadership in business. In *Contemporary issues in leadership* (pp. 237-257). Routledge.
- Kovach, M. (2018). An examination of leadership theories in business and sport achievement contexts. *The Journal of Values-Based Leadership*, 11(2), pp.14.
- Mahmood, M., Uddin, M. A., Ostrovskiy, A., & Orazalin, N. (2020). Effectiveness of business leadership in the Eurasian context: empirical evidence from Kazakhstan. *Journal of Management Development*, 39(6), pp.793-809.
- Sniazhko, S. (2019). Uncertainty in decision-making: A review of the international business literature. *Cogent Business & Management*, 6(1), pp.1650692.
- Wooldridge, B., & Cowden, B. (2020). Strategic Decision-Making in Business. In *Oxford Research Encyclopedia of Business and Management*.
- Devi, A. M., & Devaki, A. (2019). Applications of quantitative techniques in decision making of business organization. *International Journal of Trend in Scientific Research and Development*, 3(3), pp.568-571.
- Buckley, P., & Casson, M. (2019). Decision-making in international business. *Journal of International Business Studies*, 50(8), pp.1424-1439.
- Bueno, I., Carrasco, R. A., Ureña, R., & Herrera-Viedma, E. (2022). A business context-aware decision-making approach for selecting the most appropriate sentiment analysis technique in e-marketing situations. *Information Sciences*, 589, pp.300-320.

- Fioriti, D., Pintus, S., Lutzemberger, G., & Poli, D. (2020). An economic multi-objective approach to design off-grid microgrids: A support for business decision making. *Renewable Energy*, 159, pp. 693-704.
- Halkiopoulou, C., Antonopoulou, H., Papadopoulou, D., Giannoukou, I., & Gkintoni, E. (2020). Online reservation systems in e-Business: Analyzing decision making in e-Tourism. *Journal of Tourism, Heritage & Services Marketing (JTHSM)*, 6(1), pp.9-16.
- Benkert, J. (2021). Reframing business sustainability decision-making with value-focussed thinking. *Journal of Business Ethics*, 174(2), pp.441-456.
- Rizun, N., Revina, A. & Meister, V. (2019), June. Method of decision-making logic discovery in the business process textual data. In *International Conference on Business Information Systems* (pp. 70-84). Springer, Cham.
- Borissova, D., Korsemov, D. & Mustakerov, I. (2019), September. Multi-criteria decision making problem for doing business: comparison between approaches of individual and group decision making. In *IFIP International Conference on Computer Information Systems and Industrial Management* (pp. 385-396). Springer, Cham.
- Hallo, L., Nguyen, T., Gorod, A., & Tran, P. (2020). Effectiveness of leadership decision-making in complex systems. *Systems*, 8(1), pp.5.
- Badibanga, A., & Ohlson, M. (2021). Millennials' Leadership Skills for Promoting Flow and Profit in a Business Simulation. *Journal of Leadership Studies*, 15(2), pp.70-80.
- Isa, F., Mohd Nor, N. A., & Noor, S. H. A. I. S. T. A. (2021). Leadership and decision-making style among women entrepreneurs: A case of Malaysia. *International Review of Management and Business Research*, 10(1), pp.68-79.
- Nahum, N., & Carmeli, A. (2020). Leadership style in a board of directors: implications of involvement in the strategic decision-making process. *Journal of Management and Governance*, 24(1), pp.199-227.
- Megheirkouni, M. (2018). Leadership and decision-making styles in large-scale sporting events. *Event management*, 22(5), pp.785-801.

- Oroszi, T. (2018). A preliminary analysis of high-stakes decision-making for crisis leadership. *Journal of business continuity & emergency planning*, 11(4), pp.335-359.
- Vitale, C., & Cull, M. (2018). Modeling the influence of CEO values and leadership styles on financial decision-making. *The Journal of New Business Ideas & Trends*, 16(1), pp.16-30.
- Cerutti, P. S., Macke, J., & Sarate, J. A. R. (2020). Leadership and Decision-making Styles: Are They Relevant for Employee Retention? *Leadership*, 10(2), pp.1-14.
- Brémault-Phillips, S., Pike, A., Charles, L., Roduta-Roberts, M., Mitra, A., Friesen, S., Moulton, L. and Parmar, J. (2018). Facilitating implementation of the Decision-Making Capacity Assessment (DMCA) Model: senior leadership perspectives on the use of the National Implementation Research Network (NIRN) Model and frameworks. *BMC research notes*, 11(1), pp.1-10.
- Volante, P., Jeldres, R., Spero, K., Llorente, C., & JOHANEK, M. C. (2020). Simulations for the Learning of Decision Making in Educational Leadership in the Context of the Chilean School System. *Research in Educational Administration and Leadership*, 5(1), pp.1-41.
- Senyo, P. K., Liu, K., & Effah, J. (2019). Digital business ecosystem: Literature review and a framework for future research. *International journal of information management*, 47, pp.52-64.
- Bertassini, A. C., Zanon, L. G., Azarias, J. G., Gerolamo, M. C., & Ometto, A. R. (2021). Circular Business Ecosystem Innovation: A guide for mapping stakeholders, capturing values, and finding new opportunities. *Sustainable Production and Consumption*, 27, pp.436-448.
- Parente, R., Rong, K., Geleilate, J. M. G., & Misati, E. (2019). Adapting and sustaining operations in weak institutional environments: A business ecosystem assessment of a Chinese MNE in Central Africa. *Journal of International Business Studies*, 50(2), pp.275-291.
- Aksenova, G., Kiviniemi, A., Kocaturk, T., & Lejeune, A. (2019). From Finnish AEC knowledge ecosystem to business ecosystem: lessons learned from the national deployment of BIM. *Construction management and economics*, 37(6), pp.317-335.

- Awano, H., & Tsujimoto, M. (2021). The Mechanisms for Business Ecosystem Members to Capture Part of a Business Ecosystem's Joint Created Value. *Sustainability*, 13(8), p.4573.
- Chen, M. K., Wu, S. W., Huang, Y. P., & Chang, F. J. (2022). The Key Success Factors for the Operation of SME Cluster Business Ecosystem. *Sustainability*, 14(14), p.8236.
- Yang, X., Cao, D., Chen, J., Xiao, Z., & Daowd, A. (2020). AI and IoT-based collaborative business ecosystem: a case in Chinese fish farming industry. *International Journal of Technology Management*, 82(2), pp.151-171.
- Liu, G., Aroean, L., & Ko, W. W. (2019). A business ecosystem perspective of supply chain justice practices: A study of a marina resort supply chain ecosystem in Indonesia. *International Journal of Operations & Production Management*, 39(9/10), pp.1122-1143.
- Rinkinen, S., & Harmaakorpi, V. (2018). The business ecosystem concept in innovation policy context: Building a conceptual framework. *Innovation: the European journal of social science research*, 31(3), pp.333-349.
- Zhang, Y., Liu, R., & Chen, H. (2022). Research on influencing factors of platform leadership in the business ecosystem. *Nankai Business Review International*, (ahead-of-print).
- Kumar, V., & Sharma, R. R. K. (2018). Leadership styles and their relationship with TQM focus for Indian firms: An empirical investigation. *International Journal of Productivity and Performance Management*.
- Duppati, G., Rao, N. V., Matlani, N., Scrimgeour, F., & Patnaik, D. (2020). Gender diversity and firm performance: evidence from India and Singapore. *Applied Economics*, 52(14), pp.1553-1565.
- Manupati, V. K., Ramkumar, M., & Samanta, D. (2018). A multi-criteria decision-making approach for the urban renewal in Southern India. *Sustainable Cities and Society*, 42, pp.471-481.
- Jadiyappa, N., Jyothi, P., Sireesha, B., & Hickman, L. E. (2019). CEO gender, firm performance and agency costs: evidence from India. *Journal of Economic Studies*.
- Baba, M. M. (2022). Transformational leadership and personal demographic profile in the education system of India. *Global Business Review*, 23(5), pp.1154-1174.

Shalender, K., & Yadav, R. K. (2019). Strategic flexibility, manager personality, and firm performance: The case of Indian Automobile Industry. *Global Journal of Flexible Systems Management*, 20(1), pp.77-90.

Kamble, S. S., Belhadi, A., Gunasekaran, A., Ganapathy, L., & Verma, S. (2021). A large multi-group decision-making technique for prioritizing the big data-driven circular economy practices in the automobile component manufacturing industry. *Technological Forecasting and Social Change*, 165, p.120567.

Akram, M. U., Chauhan, C., Ghosh, K., & Singh, A. (2019). Knowledge management, sustainable business performance and empowering leadership: A firm-level approach. *International Journal of Knowledge Management (IJKM)*, 15(2), pp.20-35.

Vallurupalli, V., & Bose, I. (2018). Business intelligence for performance measurement: A case-based analysis. *Decision Support Systems*, 111, pp.72-85.

Parmar, P. S., & Desai, T. N. (2020). Evaluating Sustainable Lean Six Sigma enablers using fuzzy DEMATEL: A case of an Indian manufacturing organization. *Journal of Cleaner Production*, 265, p.121802.

Tiwari, H., & Raman, R. (2022). Success attributes of business leaders from information technology industry: Evidence from India. *International Journal of Information Management Data Insights*, 2(1), p.100083.

Pandit, N., & Acharya, S. (2020). Catalyst Role of Professional Leadership in Indian Family Businesses. *International Journal of Management*, 11(5).

Bonsu, S., & Twum-Danso, E. (2018). Leadership style in the global economy: A focus on cross-cultural and transformational leadership. *Journal of Marketing and Management*, 9(2), pp.37-52.

Banks, G. C., Dionne, S. D., Mast, M. S., & Sayama, H. (2022). Leadership in the digital era: A review of who, what, when, where, and why. *The Leadership Quarterly*, p.101634.

Haslam, S. A., Gaffney, A. M., Hogg, M. A., Rast III, D. E., & Steffens, N. K. (2022). Reconciling identity leadership and leader identity: A dual-identity framework. *The Leadership Quarterly*, p.101620.

- Goulet-Kennedy, J., Labbe, S., & Fecteau, S. (2022). The involvement of the striatum in decision-making. *Dialogues in Clinical Neuroscience*.
- Johnson, M. K., Weeks, S. N., Peacock, G. G., & Domenech Rodriguez, M. M. (2022). Ethical decision-making models: a taxonomy of models and review of issues. *Ethics & Behavior*, 32(3), pp.195-209.
- Woelfel, I. A., Smith, B. Q., Salani, R., Harzman, A. E., & Cochran, A. L. (2022). The long game: Evolution of clinical decision making throughout residency and fellowship. *The American Journal of Surgery*, 223(2), pp.266-272.
- Olinover, M., Gidron, M., Yarmolovsky, J., & Geva, R. (2022). Strategies for improving leaders' decision-making with ADHD and without ADHD in combat military context. *The Leadership Quarterly*, 33(6), p.101575.
- Tang, M., & Liao, H. (2021). Multi-attribute large-scale group decision making with data mining and subgroup leaders: an application to the development of the circular economy. *Technological Forecasting and Social Change*, 167, p.120719.
- Kanda, W., Geissdoerfer, M., & Hjelm, O. (2021). From circular business models to circular business ecosystems. *Business Strategy and the Environment*, 30(6), pp.2814-2829.
- Cohendet, P., Simon, L., & Mehouchi, C. (2021). From business ecosystems to ecosystems of innovation: the case of the video game industry in Montréal. *Industry and Innovation*, 28(8), pp.1046-1076.
- Parsons, M., Taylor, L., & Crease, R. (2021). Indigenous environmental justice within marine ecosystems: A systematic review of the literature on indigenous peoples' involvement in marine governance and management. *Sustainability*, 13(8), p.4217.
- Sahasranamam, S., & Soundararajan, V. (2022). Innovation ecosystems: what makes them responsive during emergencies? *British Journal of Management*, 33(1), pp.369-389.
- Rajesh, R. (2020). Sustainable supply chains in the Indian context: An integrative decision-making model. *Technology in Society*, 61, p.101230.

- Al Khajeh, E. H. (2018). Impact of leadership styles on organizational performance. *Journal of Human Resources Management Research*, 2018, pp.1-10.
- Meyners, M., & Hasted, A. (2021). On the applicability of ANOVA models for CATA data. *Food Quality and Preference*, 92, p.104219.
- Zhang, S., Huang, K., & Yuan, Y. (2021). Spare parts inventory management: A literature review. *Sustainability*, 13(5), p.2460.
- Sallis, J. E., Gripsrud, G., Olsson, U. H., & Silkoset, R. (2021). *Research Methods and Data Analysis for Business Decisions: A Primer Using SPSS*. Springer Nature.
- Altig, D., Barrero, J. M., Bloom, N., Davis, S. J., Meyer, B., & Parker, N. (2020). Surveying business uncertainty. *Journal of Econometrics*.
- Vilela, M., Oluyemi, G., & Petrovski, A. (2020). A holistic approach to assessment of value of information (VOI) with fuzzy data and decision criteria. *Decision Making: Applications in Management and Engineering*, 3(2).
- Kazimieras Zavadskas, E., Antucheviciene, J., & Chatterjee, P. (2018). Multiple-criteria decision-making (MCDM) techniques for business processes information management. *Information*, 10(1), p.4.
- Dereń, A. M., & Skonieczny, J. (2019). The Yellow organization as an integrative stage in the F. Laloux' organization model. *Humanities and Social Sciences*, 26(4), pp.33-39.
- Anjum, S. (2020). Impact of internship programs on professional and personal development of business students: a case study from Pakistan. *Future Business Journal*, 6(1), pp.1-13.
- Sallis, J. E., Gripsrud, G., Olsson, U. H., & Silkoset, R. (2021). *Research Methods and Data Analysis for Business Decisions: A Primer Using SPSS*. Springer Nature.
- Komarova, A., Tsvetkova, L., Kozlovskaya, S., & Pronkin, N. (2019). Organisational educational systems and intelligence business systems in entrepreneurship education. *Journal of Entrepreneurship Education*, 22(5), pp.1-15.

Minelgaitė, I., Littrell, R. F., & Škudienė, V. (2018). Preferred leader behavior in the business sector of Lithuania: Follower diversity perspective. *Organizations and markets in emerging economies*, 9, pp.272-291.

Naqshbandi, M. M., Tabche, I., & Choudhary, N. (2018). Managing open innovation: The roles of empowering leadership and employee involvement climate. *Management Decision*.

<https://www.indianbusinessportal.in/>

<https://rpadgett.butler.edu/ps310/classdata.php>

Hogg, M. A. (2021). Uncertain self in a changing world: A foundation for radicalization, populism, and autocratic leadership. *European Review of Social Psychology*, 32(2), pp.235-268.

Kars, M., & Inandi, Y. (2018). Relationship between School Principals' Leadership Behaviors and Teachers' Organizational Trust. *Eurasian Journal of Educational Research*, 74, pp.145-164.

Smith, N., & de Klerk, E. D. (2022). Teachers' perceptions and policy directives for transformative teacher leadership initiatives during and beyond covid-19. *School Leadership & Management*, 42(3), pp.275-292.

Donkor, F., & Zhou, D. (2020). Organizational commitment influences the relationship between transactional and laissez-faire leadership styles and employee performance in the Ghanaian public service environment. *Journal of Psychology in Africa*, 30(1), pp.30-36.

Gandolfi, F., & Stone, S. (2018). Leadership, leadership styles, and servant leadership. *Journal of Management Research*, 18(4), pp.261-269.

Abubakar, A. M., Elrehail, H., Alatailat, M. A., & Elçi, A. (2019). Knowledge management, decision-making style, and organizational performance. *Journal of Innovation & Knowledge*, 4(2), pp.104-114.

Guzmán, V. E., Muschard, B., Gerolamo, M., Kohl, H., & Rozenfeld, H. (2020). Characteristics and Skills of Leadership in the Context of Industry 4.0. *Procedia Manufacturing*, 43, pp.543-550.

Ali, B. J., & Anwar, G. (2021). Organizational citizenship behavior as a determining Factor in the Business outcome. *International Journal of Rural Development, Environment and Health Research*, 5(2), pp.17-25.

Fletcher, S.R., Johnson, T., Adlon, T., Larreina, J., Casla, P., Parigot, L., Alfaro, P.J. & Del Mar Otero, M. (2020). Adaptive automation assembly: Identifying system requirements for technical efficiency and worker satisfaction. *Computers & Industrial Engineering*, 139, p.105772.

Datta, P.P. (2018). Developing competencies to lead innovation in Indian manufacturing: an education model. *International Journal of Innovation Science*.

Tambe, A. and Krishnan, V.R. (2000). Leadership in decision-making. *Indian Management*, 39(5), pp.69-79.

Cao, Z., Myers, R.J., Lupton, R.C., Duan, H., Sacchi, R., Zhou, N., Reed Miller, T., Cullen, J.M., Ge, Q. & Liu, G. (2020). The sponge effect and carbon emission mitigation potentials of the global cement cycle. *Nature communications*, 11(1), pp.1-9.

Rashid, Y., Rashid, A., Warraich, M.A., Sabir, S.S. & Waseem, A. (2019). Case study method: A step-by-step guide for business researchers. *International journal of qualitative methods*, 18, p.1609406919862424.

Scott, S.G. & Bruce, R.A. (1995). Decision-making style: The development and assessment of a new measure. *Educational and psychological measurement*, 55(5), pp.818-831.

Jordan, P.J. & Troth, A.C. (2020). Common method bias in applied settings: The dilemma of researching in organizations. *Australian Journal of Management*, 45(1), pp.3-14.

Goodwin, D.K. (2019). *Leadership: In turbulent times*. Simon & Schuster.

Hodgson, P. & Binny, G. (2007). Moving into leadership country. *Business Strategy Review*, 18(1), pp.33-37.

bin Nordin, M.N., Mustafa, M.Z.B. & Razzaq, A.R.B.A. (2019). The Practice of Headmasters' Leadership and Its Effect on Job Satisfaction of Special Education Integration Program (PPKI) Teachers in Johor, Malaysia. *Universal Journal of Educational Research*, 7(9), pp.2008-2014.

- Brooks, M.E. (2011). Management indecision. *Management Decision*.
- Gandolfi, F. & Stone, S. (2018). Leadership, leadership styles, and servant leadership. *Journal of Management Research*, 18(4), pp.261-269.
- Agasisti, T., Bowers, A.J. & Soncin, M. (2019). School principals' leadership types and student achievement in the Italian context: Empirical results from a three-step latent class analysis. *Educational Management Administration & Leadership*, 47(6), pp.860-886.
- Bushe, G.R. (2019). Generative leadership. *Canadian Journal of Physician Leadership*, 5(3), pp.141-147.
- Alvarez-Milán, A., Felix, R., Rauschnabel, P.A. & Hinsch, C. (2018). Strategic customer engagement marketing: A decision making framework. *Journal of Business Research*, 92, pp.61-70.
- Bag, S., Gupta, S., Kumar, A. & Sivarajah, U. (2021). An integrated artificial intelligence framework for knowledge creation and B2B marketing rational decision making for improving firm performance. *Industrial Marketing Management*, 92, pp.178-189.
- Fries, A., Kammerlander, N. & Leitterstorf, M. (2021). Leadership styles and leadership behaviors in family firms: A systematic literature review. *Journal of Family Business Strategy*, 12(1), p.100374.
- Burns, J.M. & Leadership, N.Y. (1978). Harper & row. *New York*.
- Han, S.H. & Oh, E.G. (2020). The link between transformational leadership and work-related performance: moderated-mediating roles of meaningfulness and job characteristics. *Leadership & Organization Development Journal*, 41(4), pp.519-533.
- Jin, L. & Cortazzi, M. (2022). Intercultural communication competence for responsible leadership. In *Responsible Leadership* (pp. 139-153). Routledge.
- Ardichvili, A. & Kuchinke, K.P. (2002). Leadership styles and cultural values among managers and subordinates: a comparative study of four countries of the former Soviet Union, Germany, and the US. *Human Resource Development International*, 5(1), pp.99-117.