

Communication Skills, Affirmation Skills, And Team Skills Affecting Decision Making In Private Universities- Literature Review

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Abstract

Private higher education has faced challenges stemming from an insufficient focus on decision-making management. This research seeks to explore the influence of Communication, affirmation, and team skills on decision-making within Malaysian higher education institutions. A cross-sectional approach is employed to test the hypotheses. The study's sample comprises 361 participants from private higher education. The findings of this investigation reveal a significant and positive relationship between communication skills, affirmation skills, team skills, and decision-making in higher education institutions.

Keywords: *communication skills, affirmation skills, team skills, decision-making, higher education,*

1. Introduction

When discussing interpersonal skills, it pertains to individuals who hold positions of authority within an organization or a group of people. In educational institutions, such roles may include the rector, director, department head, head of academic development, and faculty director. Effective Communication has been recognized as a primary factor determining the success or failure of an organization. It is crucial to establish efficient communication channels among the organization's team and between the organization's managers, team members, and external stakeholders. Transparent Communication fosters teamwork and contributes to high-performance outcomes. Furthermore, it enhances relationships among team members within the organization and fosters mutual trust. (DuBrin and Geerinck, 2015).

To ensure effective Communication, organization managers should consider various factors such as the communication styles of other parties, cultural nuances, interpersonal relationships, individual personalities, and the global context of the situation. Mutual understanding can be achieved by being mindful of these elements, resulting in effective Communication. Additionally, organization managers must identify diverse communication channels, comprehend the information they need to convey and receive, and possess the necessary interpersonal skills to effectively engage with various stakeholders. Furthermore, conducting team-building activities can aid in understanding the communication styles of team members. (e.g., managerial, collaborative, logical, explorative, etc.) (Morrison, 2016) allows managers to plan communications with appropriate sensitivity to Relations and cultural differences. An important component of Communication is listening. Listening techniques, both active and effective, provide the user with a deep understanding of problem areas, negotiation strategies and conflict management, decision making and problem-solving (Anderson et al., 2016).

It is never too early or beyond the point at which it is possible to begin this cycle of positive affirmations, and even those who start differently may benefit from an uplifting mentality. Regardless of whether what the person is trying to achieve seems inconsequential and the person still not sure, it is critical to show an uplifting mood, and not let the cynicism collapse to take the individual thunder. Keep in mind that the best individuals started as timid and made their way to certainty. It is really possible that the individual moves from a timid to a certainty, but without positive affirmations and a successful mental state, this movement will not be conceivable (Clarke et al., 2015).

Lasting constructive affirmations are very essential for those individuals who need to create certainty. Creating certainty is never simple, however, it is vital to remember that all the people around the individual, from the people who require individual to the clients and the contenders, feel individual's mood and use it as a warning. In case individual is always complaining about the failure to realize how to approach people, the general population around individual will not have exactly the power. In the event that, again, individual continue to provide constructive affirmations to his/her and to the general population that surrounds him/her, even in the most difficult moments, individual will see his/her extravagance, benefit from it and use it as a signal to consider. That individual be genuinely fruitful. Really everything is reduced to a state of mind; a positive mental disposition and positive affirmations can support individual's certainty (Dida, 2015).

For human beings, decision-making is one of the most important acts because choosing to do something that could bring unfavorable consequences generates conflict and doubts. It must be borne in mind that decision making is based on previous experiences, and each person has a way of dealing with problem solving, according to their knowledge and history. The decision is a purely human capacity, derives from the power of reason and the power of the will that is, thinking and wanting united in the same direction. It is the process of analyzing, organizing and planning in search of a specific purpose. Recurrently, human beings must choose between different options, which according to their criteria are the most appropriate. It can be presented in different contexts: personal, family, work, social, sentimental, economic, and business. That is, decision making is presented at all times, the difference lies in the way in which it is arrived at (Rutherford et al., 2015).

At the work level, administrators and managers bear significant responsibility when it comes to decision-making. The pursuit of making sound decisions is a key objective for those in management roles, and to achieve this, they need to possess specific knowledge, extensive expertise in the subject matter, and personal confidence. Typically, project directors employ four primary decision-making styles: authoritative, consultative, consensus-based, and random (such as flipping a coin). Several factors influence the preferred decision-making style, including time constraints, trust, quality considerations, and acceptance. Project managers can choose to make decisions individually or involve the project team in the process. Often, project managers and teams utilize decision-making models or processes, such as the six-phase Model outlined below (Al-Maamari et al., 2021, Smythe et al., 2015).

It is a key aspect of top management; a good manager is one who properly handles the responsibility of making sound decisions, as they make big decisions daily that pose risks to organizations. Deciding involves adopting a position and choosing a path to follow, which requires internal and external information from the organization. It is a fundamental part of the planning process; helps maintain organizational harmony and efficiency. A successful decision made under a good procedure will save the time, effort, energy and money. Due to the technological advance and the competition, the managers an organization with an optimal growth and development (Warrender, 2015).

2. Significance of the study

Interpersonal skills are among the most common prerequisites in any managerial hiring process. In the present-day business landscape, managers must acquire proficiency in five fundamental principles of interpersonal Communication to effectively navigate the dynamics of the workplace. This is particularly crucial as organizations are confronted with the ongoing challenge of achieving greater productivity with limited resources in an unpredictable business climate. Such circumstances can pose significant difficulties for those tasked with managing company resources, particularly in relation to the workforce. Motivating employees to fulfill their commitment to organizational objectives can become a notable challenge in this context.

The Institute of Higher Learning is the most important asset as a developer of a city where the institution acts as an agent attracting skilled and talented workers to contribute to the city's economy. Experience economics is the idea of a business economy and is used to show the latest trends in economic development. Experience economics is an idea that comes from business economics and is used to show new trends in economic development. Today, the city competes to attract residents, tourists and firms by building quality. Bands can provide production experience and more appealing interest in local development because of the implications for employment and the quality of the area. The general requirements for all areas that start the growth and development of economic experience are that the area is easily accessible and recognizable or in the sense of sense, the area is integrated in the human global flow and information. Experience

economics is an important concept that gives the an understanding of the experience can be created and the experience economy will create profit / economy where the experience economy can be a useful tool for profit creation as well as image and branding.

Making decisions is a significant responsibility for administrators and managers in the workplace. The objective of effective management is to make the right decisions, which requires specific knowledge, extensive subject matter experience, and personal confidence. Project directors typically employ four primary decision-making styles: authoritative, consultative, consensus-based, and random (such as flipping a coin). The style of decision-making is influenced by four key factors: time constraints, trust, quality considerations, and acceptance. Project managers have the option to make decisions individually or involve the project team in the process. In some cases, project managers and teams utilize decision-making models or processes, such as the six-phase Model illustrated below. (Smythe et al., 2015).

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3. Literature Review

3.1 Communication Skills

Effective Communication plays a pivotal role in determining the success or failure of a project. It is crucial to foster efficient Communication within the project team, as well as between the project manager, team members, and external stakeholders. Transparent Communication facilitates teamwork and enhances overall performance, while also cultivating stronger relationships and mutual trust among project team members. To communicate effectively, project managers must consider various factors, including the diverse communication styles of others, cultural aspects, existing relationships, individual personalities, and the global context of the situation. By being mindful of these factors, mutual understanding can be achieved, resulting in effective Communication. Project managers should identify appropriate communication channels, comprehend the necessary information to provide and receive, and possess the interpersonal skills necessary to engage effectively with different project stakeholders. Additionally, conducting team-building activities can help identify the communicatio (e.g., managerial, collaborative, logical, explorative, etc.) allows managers to plan communications with appropriate sensitivity to Relations and cultural differences (Ku and Kegels, 2014).

An important component of communications is listening. Listening techniques, both active and effective, provide the user with a deep understanding of problem areas, negotiation strategies and conflict management, decision making and problem-solving.

The word Communication comes from Latin that is from the word "communicare" which means common or partnership. Communication is a process that links one part to another in this world. This is because through Communication only we can find out some information and things (Marcal-Grilo, 2014).

Communication as an exchange of ideas, opinions, information, relationships and so on which is intended and presented personally or not personally through symbols or signals aimed at achieving organizational goals (Rosenblatt, 1983). Communication begins when a message (information) from the sender (speaker, author) is transmitted through a specific device or channel to the recipient (readers, listeners) who then provide feedback (encoding and interpreting) the message. Communication is the primary medium for a message to be delivered. Communication is a form of feeling that involves human relationships that are conversations, views and conflicts. It also involves two or more individuals playing a clear role in anything in the form of interactions such as words and expressions. In addition, Communication is an exchange of information between senders and recipients. Among the communications definitions is that any communication act is viewed as an information transmission consisting of discriminatory stimuli, from the source to the recipient (Theodore M. Newcomb), Communication is the process by which an idea is transferred from a source to a recipient or more, with the intention to change their behavior (Everett M. Rogers) and Communication are processes that allow a person to communicate verbal stimuli to change the behavior of others (Carl I. Hovland) (Mathias, 2014).

H1: There is a positive and significant relationship between communication skills and decision making in the Private Universities.

3.2 Affirmation Skills

Affirmations are powerful tools of self-talk that are best introduced to the subconscious mind. These affirmations are viewed as credible by our intuition and reside within the realm of the subconscious, aimed at enhancing the ability to effortlessly access specific empowering memories. Through this symbolic process, individuals can cultivate internal resources for adopting a positive mindset, thereby gaining confidence. By allowing these memories and images to permeate our consciousness, we create the opportunity to improve our perspective, which is crucial for fostering unwavering self-assurance. Often, people dismiss these empowering self-talk as mere illusions, doubting their existence. However, our intuition recognizes their presence and guides us towards greater security. These affirmations effectively establish clear neural pathways in the brain, enhancing our capacity to "see" these powerful new images. Outdated images associated with negativity, limitations, inaction, fragile self-perception, and insecurities diminish in their influence. As the mind embraces these new affirmations, the subconscious mind wholeheartedly accepts them. "tangible" (Carlson et al., 2015).

It is never too early or beyond the point at which it is possible to begin this cycle of positive affirmations, and even those who simply start differently may benefit from an uplifting mentality. Regardless of whether what the person is trying to achieve seems to be inconsequential and the person still not sure, it's critical to show an uplifting mood, and not let the cynicism collapse to take the individual thunder. Keep in mind that the best individuals started as timid and made their way to certainty. It is really possible that the individual moves from a timid to a certainty, but without positive affirmations and a successful mental state, this movement will not be conceivable (Clarke et al., 2015).

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H2: There is a positive and significant relationship between affirmation skills and decision making in in the Private Universities.

3.3 Team Skills

An alternative to the focus of team roles is to consider the teams for the skills that their members bring. Katzenbach and Smith (1993) emphasize the importance of a team having an adequate balance of the skills needed to perform a given task. We can divide these skills into three groups.

1. Technical or functional experiences. Any task that requires the creation of a team to perform it will need a series of specialized knowledge.

2. Problem solving and decision making. It is one thing to know that it have to solve a problem and another that the team identifies the nature of the problem, evaluates opinions and interventions, decides what is the best way to act and resolves it.

3. Interpersonal interaction in the group. A team will not work well unless its members can communicate with each other effectively and can overcome the problems and interpersonal conflicts that arise.

This approach is widely recognized and extensively employed within companies as the foundation for quality improvement initiatives. It is well-established that, in order to enhance the performance and quality of individuals and organizations, a crucial step is to master and apply this analytical problem-solving method (refer to Juran, 1988, Riley, 1998, for instance). The initial stage involves defining the problem at hand. This entails conducting a comprehensive diagnosis of the situation to pinpoint the actual problem rather than solely addressing its symptoms. For instance, let's consider a scenario where an employee consistently fails to meet deadlines. The problem could be attributed to slow work pace, or it may be merely symptomatic of an underlying issue such as health concerns, lack of motivation, inadequate

training, or insufficient rewards. Therefore, an extensive information search is necessary to accurately define the problem. The more pertinent information acquired, the higher the likelihood of precisely defining the problem.

The second step is to generate alternative solutions. This requires postponing the selection of a solution until different alternatives have been proposed. Much of the research on problem-solving (for example, March 1999) supports the idea that the quality of solutions can be significantly improved by considering multiple alternatives. Therefore, judgment and evaluation should be postponed to avoid the temptation to immediately select the first suggested acceptable solution. The downside of evaluating and selecting an alternative too soon is that some good ideas could be thrown out even when taken into account. We focus on an idea that sounds good and choose it, ignoring alternatives that could be better in the long run.

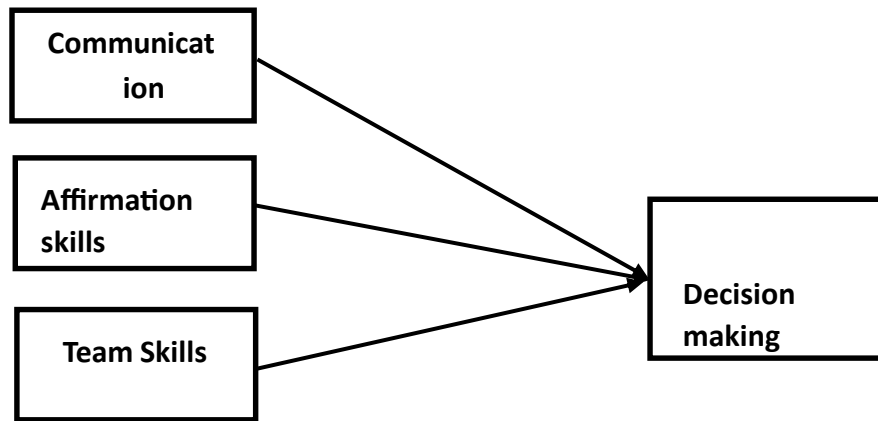
The third step in problem-solving is to evaluate and select an alternative. This step involves careful consideration of the advantages and disadvantages of each proposed alternative, before making a final selection. By choosing the best alternative, skilled individuals make sure that alternatives are judged in terms of how much they will solve the problem without causing unforeseen inconveniences, how likely is it that everyone involved accepts the alternative, how feasible it is to put it into practice; and how much the alternative to organizational constraints is adjusted (for example, if it is consistent with policies, norms and budget constraints). Care must be taken to keep these considerations in mind; it is not convenient to choose the most notorious alternative without taking others into account. The final step is to carry out the solution and follow up. On numerous occasions, people facing a problem will try to skip to step 4 before they have completed steps 1 to 3. That is, they react to a problem by trying to implement a solution before it has been defined and analyzed, or before have generated and evaluated alternative solutions.

Therefore, it is important to remember that getting rid of the problem by solving it will not lead to success if the first three steps of the process are not applied. Implementing any solution to a problem requires that we be sensitive to the possible resistance of the individuals that will be affected. Almost all changes generate some resistance. Therefore, people who are most adept at solving problems are careful to select a strategy that maximizes the likelihood that the solution will be accepted and fully implemented. This may involve giving the order to others to put the solution into practice, "selling" the solution to others, or engaging other individuals when launching the solution. It is never too early or beyond the point at which it is possible to begin this cycle of positive affirmations, and even those who start differently may benefit from an uplifting mentality. Regardless of whether what the person is trying to achieve seems inconsequential and the person is still not sure, it's critical to show an uplifting mood and not let the cynicism collapse to take the individual thunder. Keep in mind that the best individuals started as timid and made their way to certainty. It is really possible that the individual moves from a timid to a certainty, but without positive affirmations and a successful mental state, this movement will not be conceivable (Clarke et al., 2015).

H3: *There is a positive and significant relationship between team Skills and decision-making in Private Universities.*

4. The Conceptual Framework of the study

According to the study's problem statement and literature review, this study found that there are the main independent variables, such as Communication Skills, Affirmation Skills, and Team Skills. The second variable is Dependent, which is called decision-making.



The Model of the study (Almaamari,2024)

5. The underpinning theory of the study

5.1 Decision Theory

Decision theory is an interdisciplinary area of study related to various branches of science, such as Administration, Economics, and Psychology (based on cognitive- behavioral perspectives). It concerns the form and the study of the behavior and psychic phenomena of those who make decisions (real or fictitious), as well as the conditions by which decisions must be made. Most decision theory is normative or prescriptive; that is, it concerns the identification of the best decision that can be made, assuming that a person who has to make decisions (decision maker) is able to be in an environment of complete information, able to calculate accurately and completely rationally. The practical application of this prescriptive approach (of how people should make decisions) is called decision analysis, and it provides a search for tools, methodologies, and software to help people make better decisions. Software tools oriented to this type of aid are developed under the global name of Systems for decision support (decision support systems, abbreviated in English as DSS) (Shupe, 2013).

5.2 Social Exchange Theory

The Theory of Social Exchange is a perspective within the realms of social psychology and sociology that seeks to elucidate the dynamics of social change and stability through the lens of negotiated exchanges between individuals. According to this theory, all human relationships are formed and maintained based on a cost-benefit analysis and a comparison with available alternatives. For instance, if an individual perceives that the costs of a relationship outweigh the benefits, they are likely to terminate the relationship, as posited by this theory. The roots of the theory of social exchange can be traced back to the realms of economics, psychology, and sociology. It shares key characteristics with the Theory of Rational Choice and Structuralism, as it assumes similar fundamental principles.

The theory of social exchange goes back to Thibaut and Kelley (1959), Kelley and Thibaut (1978), Homans (1961) and Rusbult (1983). The sociologist George Homans published a work "Social behavior as an exchange" .1 He defined social exchange as the exchange of activity, tangible or intangible, and more or less rewarding or costly, between at least two people. Homans founded the theory, other theorists continued to write about it, particularly Peter Blau and Richard M. Emerson, who, in addition to Homans, are generally considered to be the main developers of the exchange perspective within sociology. Homans' work emphasized the individual behavior of the actors in the interaction between them. Although there are several modes of exchange, Homans focused his studies on dyadic exchange. John Thibaut and Harold Kelley are recognized for focusing their studies within the theory of psychological concepts, the dyad and the small group. Lévi-Strauss is recognized for contributing to the emergence of this theoretical perspective from his work on anthropology

focused on systems of generalized exchange, such as kinship systems and the exchange of gifts. Homans summarizes the system in three propositions: success, stimulus and proposition of deprivation-satiety

6. Conclusion

In order to communicate effectively, the organization manager must keep in mind the different communication styles of the other parties, the cultural aspects, the relationships, the personalities and the global context of the situation. Being aware of these factors leads to mutual understanding and, consequently, Communication effective. Organization managers should identify the different communication channels; understand what information they should provide and receive, and what interpersonal skills will help them communicate effectively with the different organization stakeholders. Conducting team spirit development activities to determine the communication styles of members (e.g., managerial, collaborative, logical, explorative, etc.) (Morrison, 2016) allows managers to plan communications with appropriate sensitivity to Relations and cultural differences. An important component of Communication is listening. Listening techniques, both active and effective, provide the user with a deep understanding of problem areas, negotiation strategies and conflict management, decision making and problem-solving (Anderson et al., 2016).

This study aims to investigate the impact of employee skills on decision-making within educational institutions in Malaysia. The result showed a significant and positive impact of four characteristics of employees' skills: communication skills, affirmation skills, and team building, besides the impact of work experience on making decisions in Malaysian higher education institutions. One of the most frequent requirements in any selection process for a managerial vacancy is interpersonal skills. There are five basic principles of interpersonal Communication that managers need to master if they want to effectively manage the workplace in the current environment. This is because, as the business climate remains unpredictable, organizations are forced to deliver more with fewer resources: the challenge of productivity is enormous. A challenge of this kind can also become a problem for the people responsible for managing the company's resources, especially as regards the workforce, which must be motivated to achieve its commitment to organisational goals.

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7. Recommendations

Leadership, joining a team in achieving a goal with motivation and commitment, is an innate skill of the best managers. For this, the leader must be able to discover and strengthen the skills of those who form his team, being like a coach ("coach") who accompanies, instructs and trains its members. Know how to delegate. A good manager must be able to delegate functions among his team members, making them responsible for the correct execution of the tasks, either individually or to a group of workers. For this, you must know how to discern which tasks can be delegated or not.

Ability to build teams. Do not confuse a group of workers with a "team", which must be organized, motivated and disciplined. A team must share achievements and failures, being able to set aside particular objectives in order to achieve collective objectives. Know how to communicate. The ability to communicate both orally and in writing must adapt to the various interlocutors, subordinates, superiors, etc. It will be important to choose the best moments, means, and ways to communicate.

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