

## Research Article

# THE IMPACTS OF SOFT SKILLS, COMMUNICATION SKILLS, TECHNICAL SKILLS, AND DECISION-MAKING SKILLS ON LEADERSHIP THE CASE OF MONGOLIA

\*ODBAATAR BIBISH

Ph.D, colonel, professor of police strategy, team of Leadership Executive Academy at, University of Internal Affairs, Mongolia.

Received 12<sup>th</sup> November 2022; Accepted 13<sup>th</sup> December 2022; Published online 22<sup>th</sup> January 2023

### ABSTRACT

According to researchers in the social science era, soft skills, communication skills, technical skills, and decision-making skills are the most imperative skills a manager must have. This study aims to examine the correlation between soft skills, communication skills, technical skills, and decision-making skills on leadership. We attempt to evaluate the police officers' leadership. We used SMART PLS-3.0 a qualitative research program, Cronbach's alpha ( $\alpha$  coefficient), (T statistic) and (P values) were used to measure the data in this study. We analysed metrological, correlational, multifactorial and path analysis to agree with the study of other scholars' attention for how factor variables affect graduates' leadership and career impacts. Four independent variables with various factors were identified and measured using a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree) on each two dependent variables. There was indicated positive impact of decision making on leadership. Another way, communication skills, soft skills, technical skills were negative related on leadership in our study.

**Keywords:** soft skills, communication skills, technical skills, and decision-making skills, leadership.

### INTRODUCTION

The growing operations of companies today, the geographic coverage of which extend not only regionally but also nationally and even globally, cause relationships among employees, leaders, and owners to change (Lan & Hung, 2018). In the past, employees were involved from project planning to completion. However, with the increase in specialized jobs, each employee influences only a small part of the entire production process, which leads to boredom, a feeling of loss of independence, and the loss of pride in one's work.

Most researchers evaluate leadership effectiveness on the basis of the consequences of leaders' actions toward followers among other components within the organization. The most widely used measurement is the extent to which organizational leaders succeed in accomplishing tasks that achieve goals, both objectively and subjectively. Selecting appropriate criteria depends upon the purposes and the values of the person conducting the evaluation, and everyone has different values (Yukl, 2010). Leadership soft skills, communication skills, technical skills, and decision-making skills are very beneficial for administering organization effectively and efficiently. The study of leaders and the leadership process is more important issues in social science such as management, organizational behavior.

### THEORETICAL FRAMEWORK

#### Leadership

James MacGregor Burns (1918–2014), a US historian and political scientist, was interested in issues concerning leadership throughout his whole academic career. He became famous outside academic circles as a presidential biographer.

Leadership is described as an ability to direct followers toward common goals (Bryman, 1992), or as a form of influence (Madlock, 2008). Meanwhile, Pfeffer and Salancik (1975) argued that leaders run tasks and relationship-oriented behaviors. Based on their findings, Castaneda and Nahavandi (1991) argued that employees who perceive their direct leaders' behavior as relationships-oriented express high job satisfaction. This is certainly in agreement with the findings of previous research claiming that leadership functions through communication including the components of tasks (content) and relationships (affective). Leadership is important to distinguish between leadership and management as these two terms are often treated as synonymous when they deal with different issues. Leadership relates to vision and change, management with immediate goals and maintaining the status quo (cf. Kouzes and Posner, 1987, Gardner, 1990, and others). Managers are concerned with organization, planning, and controlling, while leaders deal with strategies, communicating vision, motivating, and inspiring. Leadership skills are the competencies and knowledge that a leader possesses and uses to successfully reach goals and objectives. Katz determined that effective leadership is based on three types of personal skills: technical skills, interpersonal or human skills, and conceptual skills. These skills are significantly different from leaders' personal traits: Whereas traits define who the leaders are, skills determine what the leaders can accomplish.

#### Soft skills and leadership

Soft skills can be defined as skills that are related to human skills focusing on the competency in working with other individuals. This was supported by Wilaipan's (2013) statement regarding soft skills, for instance thinking skill, interpersonal skill, and motivation skill are those basic factors for human to perform better in their workplace. Wijan (2012) stated that the human's major skills for living in the 21st Century are learning and innovation skills, problem solving skills, communication and cooperation, creative thinking, critical thinking, information technology and communication skills to access information quickly, occupational skill, life skill, social skill, cross cultural skill, leadership, and responsibility skill. Wijan further

\*Corresponding Author: ODBAATAR BIBISH,

Ph.D, colonel, professor of police strategy, team of Leadership Executive Academy at, University of Internal Affairs, Mongolia.

emphasized that it is the educational administrators' duty to develop these soft skills among their staff so that they are highly performed. Soft skills are vital in promoting organizational effectiveness and efficiency. This statement has been supported by the past researchers, namely Wijan (2012), Tang (2012), and Wallapha (2012). According to the literature review, we were hypothesized as below:

**H1. Soft skillswill positively relate to leadership.**

**Communication skills and leadership**

Communication skills lead to an individual's ability to demonstrate competence, which not only includes communicating the message verbally, but also the ability to listen to others' messages and negotiate accordingly. Leaders need to communicate effectively by involving the followers' interests and persuading employees to follow their visions. Furthermore, proficient communicators must use various communicative resources such as language, gestures, and sounds (Stohl, 1984). Communication in an organization has various important roles. First, communication is a key for coordinating activities within the organization. Without good communication, people do not know their role, and the organization is unable to function effectively. Second, communication plays a role in sharing information, putting forth facts, data, instructions, and directions between units within an organization. Third, communication is essential for message receivers to develop friendships and build trust and acceptance. In this case, leadership roles deal with building social relationships within the organization. What people say and how they say it has an impact on others. Therefore, to create a pleasant interpersonal atmosphere in the workplace, organization members must pay attention to communication factors. Eventually, the most important role for a leader is the role of communication in decision making. In every scholarly work on leadership, we read that a leader should be a good communicator, that he/she must have an ability to articulate his/her vision to his/her followers, and so on. Hack man and Johnson (2004) even define leadership as a specific form of communication, with the aim of influencing and persuading others and conveying the leader's visions and goals. According to the literature review, we were hypothesized as below:

**H2. Communication skillswillpositivelyrelate toleadership.**

**Technical skills and leadership**

Technical skills are concerned with the use of things, such as tools and equipment. Katz(1955) has proposed three groups of skills: technical, interpersonal and abstract thinking skills. Technical skills are related to knowledge and expertise on a particular line of business. Interpersonal skills refer to the skills and ability to work with people, and abstract thinking skills relate to the ability to work with ideas. Depending on the level of management, some skills are needed more than others. In the first line of management more necessary are technical skills. Technical skills include knowledge about an organization's work, structure, and rules; proficiency in specialized activities; and an understanding of the methods, processes, and equipment used by organizational units. Katz(1955)noted that technical skills are important for leaders in supervisory and middle management positions but somewhat less important for senior leaders and those in top management positions. According to the literature review, we were hypothesized as below:

**H3. Technical skillswill positivelyrelate to leadership.**

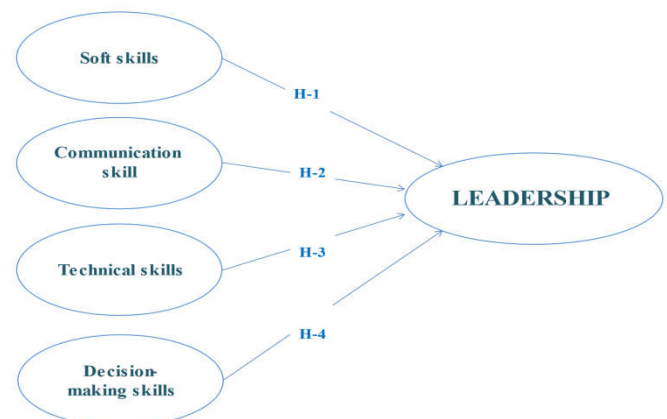
**Decision-making skills and leadership**

Jung C (1971), claimed that human are guided by one of the four formal functions used when solving problems. These functions are: sensing which is a perception through our senses; thinking which gives us meaning and understanding; feeling which judges and assesses, and intuition which tells us about the possibilities in the future. Jung C (1971), claimed that human are guided by one of the four formal functions used when solving problems. These functions are: sensing which is a perception through our senses; thinking which gives us meaning and understanding; feeling which judges and assesses, and intuition which tells us about the possibilities in the future. The combination of the perceiving and judging functions is called the decision- making style. Keegan WJ (1984) adopted the theory and applied it to management. Keegan claim that Jung's typology gives a genuine insight into the question as to why individuals succeed orfail in their decision-making.

**H4. Decision-making skillswill positivelyrelate to leadership.**

We explained how soft skills, communication skills, technical skills, and decision-making skills related with leadership who arework in public sector. The conceptual model of factors on leadership is drawn in Figure №1.

**Figure №1. Conceptual model of leadership**

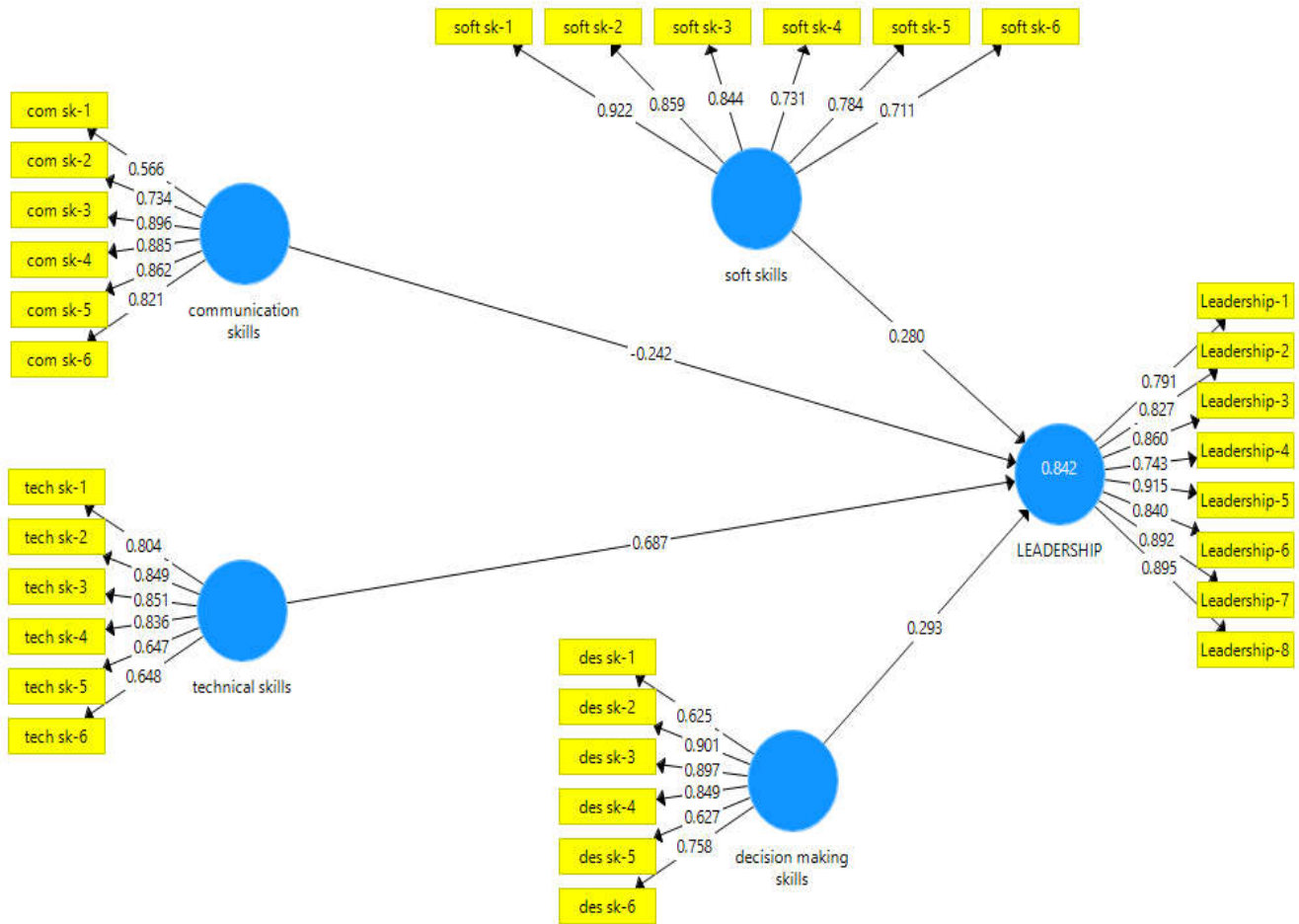


**RESEARCH METHODOLOGY**

A qualitative research approach was the method adopted in this study. Qualitative researchers generally study fewer respondents. This will enable the researcher to generate a subjective understanding of how and why people perceive, take role, interpret, and interact in a particular scenario. Generally, qualitative researcher made little or no effort to generalized the findings of selected sample to the population understudy. This study used Likert five-point scales make it possible to discriminate opinions more finely, restrict for chosen more rather than other scales. Cooper (1998) described that most causal research relies on designed experimentation and simulation programs (Cooper, 1998). There are many software programs used to process data analysis. In this paper, SPSS and SmartPLS-3.0 were chosen for their simplicity and completeness.

Of all the 246 respondents were working on our research, frequency distributions were of public officers in Mongolian home affairs.

Figure 2. Results of Structure Analysis of leadership



**Noted:** soft sk- soft skills, com sk- communication skills, des.sk- decision making skills, tech sk- technical skills, leadership

Table 1. List of items of soft skills for each Construct of respondents

Factor	item	Results of item	Cronbach's alpha	CR	AVE
Soft skills	Soft sk-1	0.922	0.905	0.920	0.659
	Soft sk-2	0.859			
	Soft sk-3	0.844			
	Soft sk-4	0.731			
	Soft sk-5	0.784			
	Soft sk-6	0.711			

**Notes:** soft sk-soft skills

In table 1, softskills of 6 items measuring ranged from 0.711-0.922, Cronbach's Alpha of 0.905, Composite Reliability (CR) of 0.920, Average Variance Extracted (AVE) was 0.659.

Table 2. List of items of communication skills for each Construct of respondents

Factor	item	Results of item	Cronbach's alpha	CR	AVE
Communication skills	com sk-1	0.566	0.888	0.914	0.643
	com sk-2	0.734			
	com sk-3	0.896			
	com sk-4	0.885			
	com sk-5	0.862			
	com sk-6	0.821			

**Notes:** soft sk-soft skills

In table 2, communication skills of 6 items measuring ranged from 0.566-0.896, Cronbach's Alpha of 0.888, Composite Reliability (CR) of 0.914, Average Variance Extracted (AVE) was 0.643.

**Table 3. List of items of communication skills for each Construct of respondents**

Factor	item	Results of item	Cronbach'salpha	CR	AVE
Technical skills	tech sk-1	0.804	0.867	0.901	0.605
	tech sk-2	0.849			
	tech sk-3	0.851			
	tech sk-4	0.836			
	tech sk-5	0.647			
	tech sk-6	0.648			

Notes: tech sk-technical skills

In table 3, technical skills of 6 items measuring ranged from 0.647-0.851, Cronbach's Alpha of 0.867, Composite Reliability (CR) of 0.901, Average Variance Extracted (AVE) was 0.605.

**Table 4. List of items of decision making skills for each Construct of respondents**

Factor	item	Results of item	Cronbach'salpha	CR	AVE
Decision making skills	dessk-1	0.625	0.872	0.904	0.616
	des sk-2	0.901			
	des sk-3	0.897			
	des sk-4	0.849			
	des sk-5	0.627			
	dessk-6	0.758			

Notes:demsk-decision making skills

In table 4, communication skills of 6 items measuring ranged from 0.625-0.901, Cronbach's Alpha of 0.872, Composite Reliability (CR) of 0.904, Average Variance Extracted (AVE) was 0.616.

**Table 5. List of items of decision making skills for each Construct of respondents**

Factor	item	Results of item	Cronbach'salpha	CR	AVE
Leadership	Leadership-1	0.791	0.943	0.953	0.718
	Leadership-2	0.827			
	Leadership-3	0.860			
	Leadership-4	0.743			
	Leadership-5	0.915			
	Leadership-6	0.840			
	Leadership-7	0.892			
	Leadership-8	0.895			

Notes: leadership-Leadership skills

In table 5, leadership of 8 items measuring ranged from 0.743-0.915, Cronbach's Alpha of 0.943, Composite Reliability (CR) of 0.953, Average Variance Extracted (AVE) was 0.718.

**Table 6. Estimated Path Coefficients of respondents on leadership.**

Hypothesis	Mean	Standard deviation	T Statistic	P value	Remarks
H1. Soft skills will positively relate to leadership.	0.265	0.191	1.464	0.144	No supported
H2. Communication skills will positively relate to leadership.	-0.191	0.244	1.077	0.282	No supported
H3. Technical skills will positively relate to leadership.	0.710	0.143	4.802	0.000	Supported
H4. Decision-making skills will positively relate to leadership.	0.231	0.164	1.779	0.076	No supported

Notes: The result of study

In table 6, Hypothesis 1 such as soft skills have not related-on leadership (mean 0.265), (Standard deviation 0.191), (T statistic 1.464) and (P value 0.144). Hypothesis 2 such as communication skills have not related-on leadership (mean -0.191), (Standard deviation 0.244), (T statistic 1.077) and (P value 0.282). Hypothesis 3 such as technical skills have not related-on leadership (mean 0.710), (Standard deviation 0.143), (T statistic 4.802) and (P value 0.000). Hypothesis 4 such as decision-making skills have not related-on leadership (mean 0.231), (Standard deviation 0.164), (T statistic 1.779) and (P value 0.076).



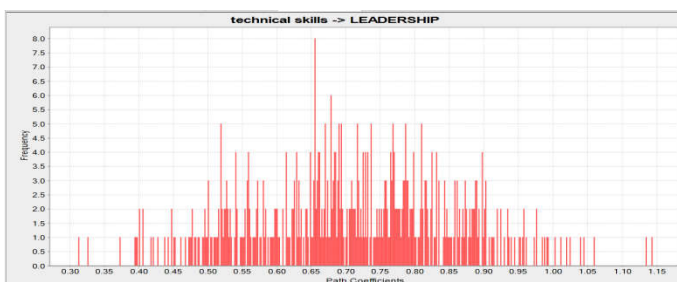
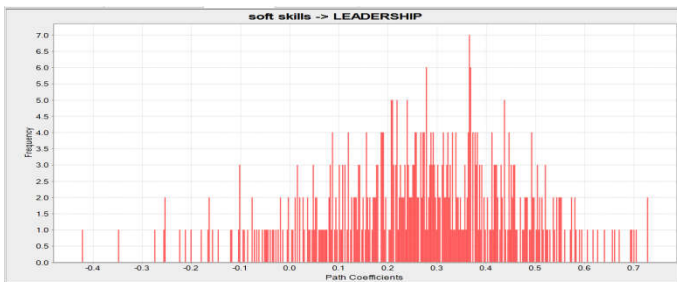
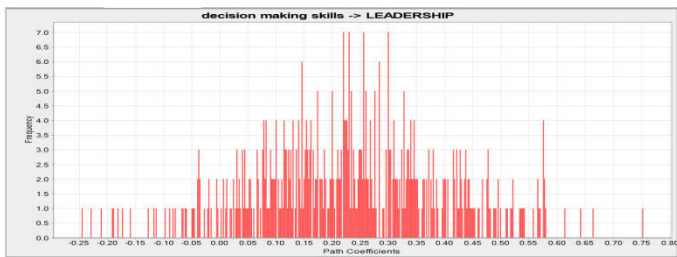
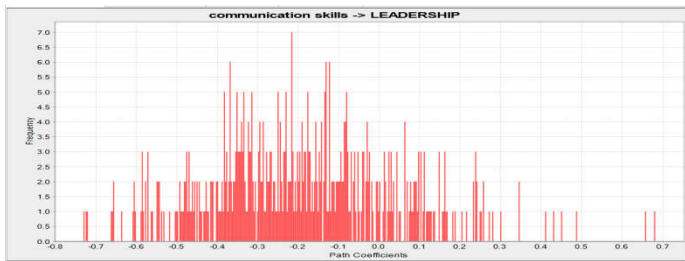
## CONCLUSION

We collected and delivered an online-form- questionnaire with an official inquiry that requested quantitative and qualitative surveys in our study. We studied in first quarter year of 2022 our study. There are 246 participants who work in public servant agency in our study. We were hypothesised four hypotheses. One of them is supported and four of them are not supported in path analysis in our study. We are recommending our study as below:

- To study and compare factors in leadership with another department in an agency.
- To study and compare the factors with foreign scholars' study in the future more.

Finally, we will study our next research paper, need to correlation skills, behavior, job satisfaction, engagement, engagement with performance management and etc.

## EVIDENCE OF RESEARCH



## REFERENCES

Bayasgalan Tsogtsuren, G. G. (2022). The analysis impacts of employee's leadership at National Forensic Science Institute of Mongolia. *International Journal of Innovation Scientific Research and Review*, Vol. 04, Issue, 02, pp.2344-2349.

Cooper, H. (1998). *Synthesizing research: A guide for literature* 3rd ed. Oaks: CA: Sage Publications, Thousand.

Chachama, T. (2010). A study of school administrators' management skills based on teachers' viewpoint, under primary schools, Makam District, Rayong Province. Master of Education Thesis in Educational Administration, Kasetsart University.

Crosbie, R. (2005). Learning the soft skills of leadership. *Industrial and commercial training*, 37(1), 45-51.

George, B., & McLean, A. (2007). The transformation from I to We. *Leader to Leader*, 45,

Katz, R.L. (1974). Skill of an effective administrator. *Harvard Business Review*, 52(5), 90-102

Krejcie, R.V. & Morgan, D.W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30, 607- 610. Macvicar, S. (2006). *Tech trends. Training Journal*, 27(5), 42-4.

Siti Asiah, M. S. (2011). A study of perceived leadership soft skills, trustworthiness, and structural empowerment of deans in three Malaysian Public Universities. Unpublished Ph.D thesis. Universiti Sains Malaysia, Minden. Somerset, F. (2001). The softer side of leadership: How to take your leadership to a deeper level. *Journal of Career Intelligence*, 75(7), 12-13.

Tang, K.N. (2012). Soft skills development for higher education institute. Paper presented for special seminar, Faculty of Education, KhonKaenUniversity.

Trilling, B., & Fadel, C. (2009). *21st century skill learning for life in our time*. New York: John Wiley & Son. Wallapha, A. (2012). Document for organizational development. Educational Administration, Faculty of Education, KhonKaen University.

Wijan, P. (2012). How to develop learning for the 21st Century Students. Bangkok: Sodsri-saridwong Foundation. Wilaipan, W. (2013). Staff development. The Second Issue of Palatipat Journal, Bangkok.

\*\*\*\*\*