

## Research Article

# THE IMPACTS OF KNOWLEDGE, SKILLS, ATTITUDE, COMMUNICATION, SUPPORT AND LOYALTY ON DECISION MAKING ISSUE: THE CASE OF MONGOLIA

\* SUNDUISUREN.D

Ph.D, Professor of Management science team at Executive Leadership Academy, University of Internal Affairs, Mongolia.

Received 26<sup>th</sup> December 2022; Accepted 27<sup>th</sup> January 2023; Published online 28<sup>th</sup> February 2023

### ABSTRACT

This study aims to examine the correlation between knowledge, skills, attitude, communication, support, and loyalty on decision making. We attempt to evaluate the public servant employees' decision making. We used SMART PLS-3.0 and SPSS-25.0 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 public servant employees' decision making. Six independent variables with various factors were identified and measured using a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree) on dependent variables. The results of our study indicated two hypotheses were positive related on decision making. Four hypotheses were negative related on decision making.

**Keywords:** knowledge, skills, attitude, communication, support, loyalty, decision making.

### INTRODUCTION

One of the underlying theories is the 'decision-making theory,' which was first introduced by Herbert A. Simon, the Nobel Prize winner for Economics in 1978. He is best known for his work on corporate decision-making, also called behaviorism. Decision-making theory is a theory of how rational individuals should behave under risk and uncertainty. The theory suggests that decision-making means the adoption and application of rational choice for the management of a private, business, or governmental organization in an efficient manner. Herbert Simon's decision-making theory first appeared in his renowned book, *Administrative Behavior* (1947). He suggested that decisions were critical because if they weren't taken on time, it would negatively impact an organization's objective. The concept can be divided into two parts: the decision that someone arrives at, and the process or actions taken. In other words, implementing a decision is as important as making that decision. From this perspective, ERM will help the organization conduct their risk-based decision-making, which implicitly considers the process of actions taken upon such a decision at its earliest. The Decision-Making Theory by Simon also considers psychological aspects that classical economists overlooked or ignored. Internal factors such as stress and motivation, among others, limit an individual's capacity to solve complex problems. In short, decisions are based on bounded rationality—humans behave differently when there are risks and uncertainties involved (Alijoyo, 2021).

### DECISION AND DECISION-MAKING THEORY

**Decision** means that a conclusion or resolution is reached after consideration, the action or process of deciding something or of resolving a question, the ability or tendency to make decisions quickly, decisiveness.

**Decision making** is the process of making choices by identifying a decision, gathering information, and assessing alternative resolutions. Using a step-by-step decision-making process can help you make more deliberate, thoughtful decisions by organizing relevant information and defining alternatives. This approach increases the chances that you will choose the most satisfying alternative possible. There are 7 steps to effective decision making as below:

#### Step 1: Identify the decision

You realize that you need to decide. Try to clearly define the nature of the decision you must make. This first step is very important.

#### Step 2: Gather relevant information

Collect some pertinent information before you make your decision: what information is needed, the best sources of information, and how to get it. This step involves both internal and external "work." Some information is internal: you'll seek it through a process of self-assessment. Other information is external: you'll find it online, in books, from other people, and from other sources.

#### Step 3: Identify the alternatives

As you collect information, you will probably identify several possible paths of action, or alternatives. You can also use your imagination and additional information to construct new alternatives. In this step, you will list all possible and desirable alternatives.

#### Step 4: Weigh the evidence

Draw on your information and emotions to imagine what it would be like if you carried out each of the alternatives to the end. Evaluate whether the need identified in Step 1 would be met or resolved using each alternative. As you go through this difficult internal process, you'll begin to favor certain alternatives: those that seem to have a higher potential for reaching your goal. Finally, place the alternatives in a priority order, based upon your own value system.

#### Step 5: Choose among alternatives

Once you have weighed all the evidence, you are ready to select the alternative that seems to be best one for you. You may even choose a combination of alternatives. Your choice in Step 5 may very likely

\*Corresponding Author: SUNDUISUREN.D,

Ph.D, Professor of Management science team at Executive Leadership Academy, University of Internal Affairs, Mongolia.

be the same or like the alternative you placed at the top of your list at the end of Step 4.

#### Step 6: Act

You're now ready to take some positive action by beginning to implement the alternative you chose in Step 5.

#### Step 7: Review your decision and its consequences

In this final step, consider the results of your decision and evaluate whether it has resolved the need you identified in Step 1. If the decision has not met the identified need, you may want to repeat certain steps of the process to make a new decision. For example, you might want to gather more detailed or somewhat different information or explore additional alternatives.

Decision Making is a management approach and process of selecting the most logical choice from the available options to create the best situation. Making decisions is a common thought process within modern management. Every professional or manager makes hundreds of decisions in the challenging environment where he or she works. It is an important process because he or she must determine both organizational and managerial activities and priorities, based on their time, resources and other influential variables. Decisions on management level are important because they often are related to business activities, organizational functioning, and business goals. There have been lots of scientific and practical studies on the process from a learning point of view.

What are the most known and used models and methods? What are their success stories and practical tips when you apply these? These posts are all about great theories, methods and famous tools and can help you to achieve your goal or understand certain aspects of made decisions.

### Exploring Different Types of Decision Theories

Different decision theories have emerged over time, and each is instrumental in the way we make choices and arrive at decisions. Let's look at them in detail.

#### Bounded Rationality Decision Making Theory

Herbert A. Simon is an American economist and popular scientist who was known for his multiple contributions in the fields of psychology, statistics, and mathematics, among others. He argued that deciding is making a choice between alternative courses of action. It can even mean choosing between action and non-action. In contrast to classical theorists, Simon suggests that there is never one best course of action or decision. It's because one can't have complete information about something; therefore, there will always be a better course of action or decision. Therefore, humans settle for a 'good enough' decision instead of seeking the best possible decision. Therefore, bounded rationality prevents us from seeking out fully rational decisions.

#### Vroom-Yetton Decision-Making Theory

One of the most popular decision theories, the Vroom-Yetton Model was developed by Victor Vroom, a business management professor, in collaboration with another management professor, Philip Yetton. It suggests that there isn't any one perfect process to make decisions. Instead, your situation determines what the best process should be. It uses a 'yes or no' approach, where asking relevant questions can help you reach decisions. For example: is teamwork important for the decision? One of the biggest strengths of this decision theory

approach in management is its flexibility. Anyone at any organizational level can use it to make decisions.

### Intuitive Decision-Making Theory

Did you know that even when you're deciding intuitively, you're following a decision-making approach? Even though intuitive decisions occur in your mind instantly, there is a pattern recognition in place. Researchers have found that intuitive decisions are effective when you have a lot of experience in that area. However, going with your gut isn't always the best way as it may be ineffective in unfamiliar situations. Decision making theory is a managerial approach that allows managers to take effective decisions for greater business outcomes. It's an interdisciplinary approach that helps arrive at decisions in the most advantageous way. Decision theories bring together multiple disciplines, including mathematics, psychology, statistics, and philosophy, to analyze decision-making processes. Decision-making is an important aspect of an organization. It helps in problem-solving and arriving at solutions that lead to business growth and increased profitability. Decisions are driven by the people, either through individual or group participation. Decision theories help study people's choices through a set of concepts, principles, tools, and techniques. They allow decision makers to determine the best course of action among a set of alternatives.

### The relation of impacts on decision making

We studied the impact such as the correlation between knowledge, skills, attitude, communication, support, and loyalty on decision making. We attempt to evaluate the public servant employees' decision making.

*How does knowledge management enhance the decision-making process?*

That's where knowledge management comes in. Knowledge management is a way to capture, distribute, and use a company's information so it is more accessible to everyone. When used properly, a knowledge management system represents the single source of truth within an enterprise, making it the go-to source for accurate information for decision-making. It provides comprehensive and curated knowledge that enables individuals to make decisions quickly and with more confidence. When all relevant data is displayed in one place, decision-makers can quickly evaluate the content and focus on the pertinent information.

How to use skills and decision-making?

To improve your efficiency at work, you can follow a streamlined and organized approach to solve problems and make decisions. Here are five steps that you can follow to make the most of your problem-solving and decision-making skills: Decision-making is about much more than the result. Numerous types of skills go into decision-making, including analysis, creativity, collaboration, and leadership skills.

**Analytical Skills:** It help you collect and assess information before you make a final decision. An analytical person zooms out on the problem, looks at all the facts, and tries to interpret any patterns or findings they might see. These kinds of skills help you make fact-based decisions using logical thinking.

**Creativity Skills:** Decision-making isn't just all facts and figures; it also requires creative thinking to brainstorm solutions that might not be so straightforward or traditional. Creative decision-makers think outside of what's been done before and develop original ideas and solutions for solving problems. In addition, they're open-minded and willing to try new things.

**Collaboration Skills:** Good decisions consider multiple ideas and perspectives. Collaboration skills help you find a solution by working together with one or more teammates. Involving numerous people in the decision-making process can help bring together different skillsets, exposing you to other problem-solving methods and ways of thinking.

**Leadership Skills:** While collaboration is often crucial for good decision-making, someone must take the lead and make a final decision. Leadership skills can help you consider all perspectives and decide on a singular solution that best represents your team members' ideas.

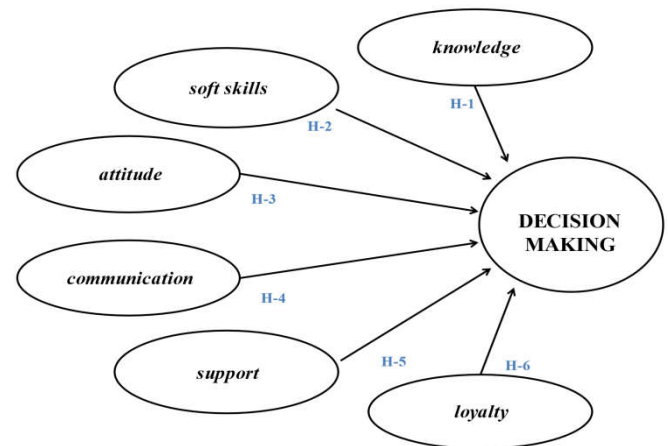
You don't need to be a manager to take the lead in decision-making. Even if you don't have the final say, speaking up and sharing your ideas will not only help you stand out at work but prove you can be an effective leader. Hiring managers will generally ask straightforward interview questions to get you to demonstrate your decision-making skills. According to Belinda O'Regan, a global HR and remuneration specialist who has helped create Forage virtual work experience programs, hiring managers will "often use the STAR method of probing for the information they want to check for." They want you to give a step-by-step account of how you made a critical work decision. How does attitude affect decision-making? Frequently, considerable knowledge of the attributes of decision alternatives is available in memory to permit a thoughtful and deliberate choice. However, in many instances, individuals neglect to use such knowledge and instead rely on "attitude-based" strategy to make a memory-based decision. How does communication affect decision-making? Communication and decision making are dynamic processes essential for an organization's functioning. Communication involves transmission of information among individuals and subunits. Decision making uses information to set direction and solve problems.

What is supported decision-making?

Supported decision making is a tool that allows people with disabilities to retain their decision-making capacity by choosing supporters to help them make choices. A person using SDM selects trusted advisors, such as friends, family members, or professionals, to serve as supporters. The supporters agree to help the person with a disability understand, consider, and communicate decisions, giving the person with a disability the tools to make her own, informed, decisions. They argue that two factors that affect perceptions of trustworthiness within strategic decision-making teams—loyalty and competence—play different roles in enabling dissent to enhance decision quality and build decision commitment. Results from a sample of 86 strategic decision-making teams in U.S. hospitals indicate that perceptions of loyalty within teams strengthen the relationship between dissent and decision quality. Perceptions of within-team competence strengthen the relationship between dissent and decision commitment (FryxellRobert, 2017).

We make hypotheses such as, between knowledge, skills, attitude, communication, support, and loyalty on decision making. The conceptual model of factors on decision making is drawn in Figure 1 in our study.

Figure No 1. The model of factors on decision making



- H1: Knowledge will have a positive impact on decision making.  
 H2: Soft skills will have a positive impact on decision making.  
 H3: Attitude will have a positive impact on decision making.  
 H4: Communication will have a positive impact on decision making.  
 H5: Support will have a positive impact on decision making.  
 H6: Loyalty will have a positive impact on decision making.

## RESEARCH METHODOLOGY

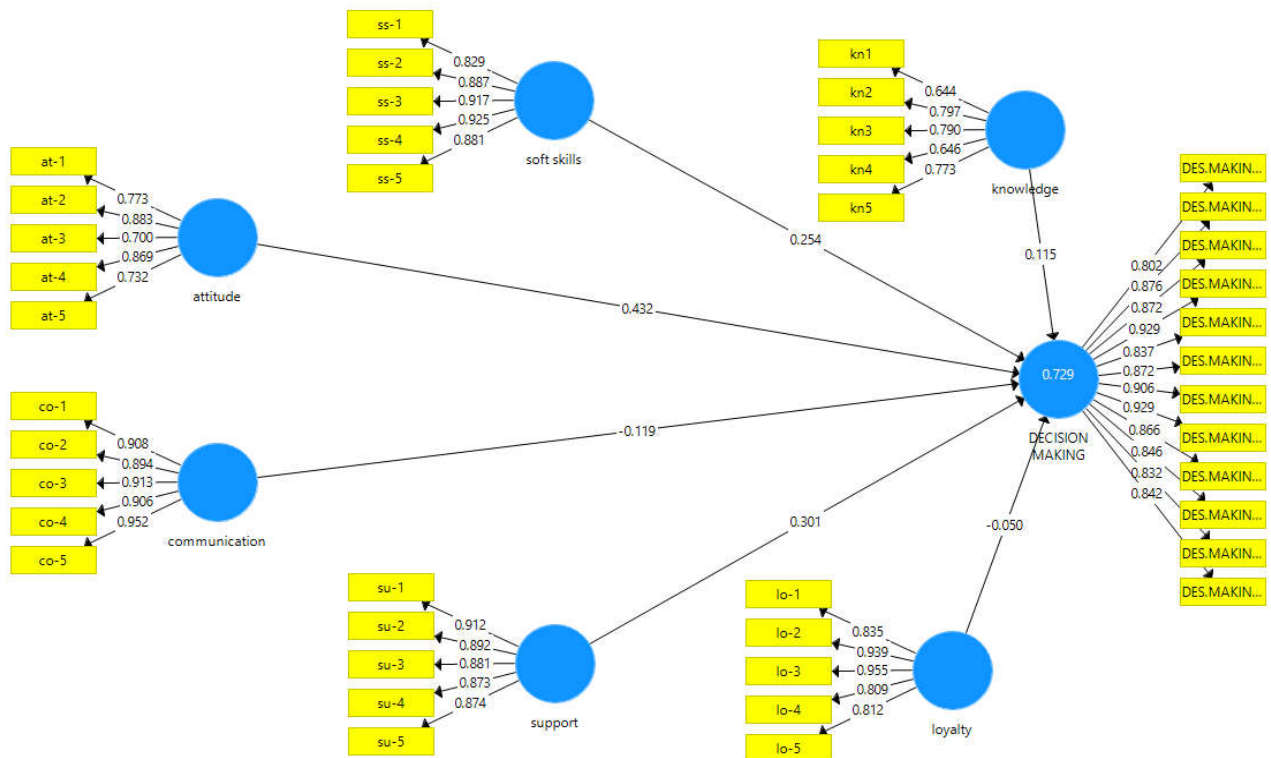
This empirical study finds out the variables that might establish the relationship between the dependent and independent variables. We chose SPSS-25.0, SMART PLS-3.0 software for analyzing simplicity and completeness. This study was based on a descriptive methodology. Our study conducted to analyze all the related factors in the study based on R square, Cronbach's Alpha value, Composite reliability, Average variance extracted and path analysis.

First, it is focusing on a qualitative analysis, and the boundaries of multidimensional description and explanation overlap in this study. Second, Cronbach Alpha was used in this study. The Cronbach's alpha (or coefficient alpha) meaning is a measure of reliability, a set of items that are measuring scale reliability of the study as a group. Cronbach (1946) identified that in Cronbach's Alpha reliability analysis, the closer Cronbach's Alpha from 0.01 to 1.0, the higher the internal consistency reliability (Cronbach, 1946). Third, The Pearson correlation coefficient is used in this study. Finally, we examined Multiple Regression Analysis which, among the four dimensions in independent variables, was the most important in explaining the relationship with Smart PLS-3.0 software.

## RESULTS OF STUDY

We established the validity and the reliability of the measurement model in this study. The next step was to test the hypothesized relationship by running PLS algorithm on SMART PLS 3.0 software.

Figure 2. The result of structure analysis on decision making (algorithm)



Noted: kn-knowledge, ss-soft skills, at-attitude, co-communication, su-support, lo-loyalty, DES MAKING- decision making

Table 1. List of items of knowledge for each Construct of respondents

Factor	item	Results of item	Average variance Extracted	Composite Reliability	Cronbach'salpha
knowledge	kn1	0.644	0.538	0.852	0.785
	kn2	0.797			
	kn3	0.790			
	kn4	0.646			
	kn5	0.773			

Notes:The result of study

In the table 1, knowledge of 5 items measuring ranged from 0.644-0.797, Average Variance Extracted (AVE) was 0.538, Composite Reliability (CR) of 0.852 Cronbach's Alpha of 0.785.

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

Factor	item	Results of item	Average variance Extracted	Composite Reliability	Cronbach'salpha
soft skills	ss1	0.829	0.789	0.949	0.933
	ss2	0.887			
	ss3	0.917			
	ss4	0.925			
	ss5	0.881			

Notes:The result of study

In the table 2, soft skills of 5 items measuring ranged from 0.829-0.925, Average Variance Extracted (AVE) was 0.789, Composite Reliability (CR) of 0.949 and Cronbach's Alpha of 0.933.

Table 3. List of items of attitude for each Construct of respondents

Factor	item	Results of item	Average variance Extracted	Composite Reliability	Cronbach'salpha
attitude	at1	0.908	0.632	0.895	0.852
	at2	0.894			
	at3	0.913			
	at4	0.906			
	at5	0.952			

Notes:The result of study

In the table 3, attitude of 5 items measuring ranged from **0.700-0.883**, Average Variance Extracted (AVE) was **0.632**, Composite Reliability (CR) of **0.895** and Cronbach's Alpha of **0.852**.

**Table 4. List of items of communication for each Construct of respondents**

Factor	item	Results of item	Average variance Extracted	Composite Reliability	Cronbach'salpha
communication	co1	0.773	0.837	0.962	0.951
	co2	0.883			
	co3	0.700			
	co4	0.869			
	co5	0.732			

**Notes:**The result of study

In the table 4, communication of 5 items measuring ranged from **0.700-0.883**, Average Variance Extracted (AVE) was **0.837**, Composite Reliability (CR) of **0.962** and Cronbach's Alpha of **0.951**.

**Table 5. List of items of supportfor each Construct of respondents**

Factor	item	Results of item	Average variance Extracted	Composite Reliability	Cronbach'salpha
support	su1	0.912	0.786	0.948	0.932
	su2	0.892			
	su3	0.881			
	su4	0.873			
	su5	0.874			

**Notes:**The result of study

In the table 5, support of 5 items measuring ranged from **0.873-0.912**, Average Variance Extracted (AVE) was **0.786**, Composite Reliability (CR) of **0.948** and Cronbach's Alpha of **0.932**.

**Table 6. List of items ofloyaltyfor each Construct of respondents**

Factor	item	Results of item	Average variance Extracted	Composite Reliability	Cronbach'salpha
loyalty	lo1	0.835	0.761	0.949	0.935
	lo2	0.939			
	lo3	0.955			
	lo4	0.809			
	lo5	0.812			

**Notes:**The result of study

In the table 6, loyalty of 5 items measuring ranged from **0.809-0.955**, Average Variance Extracted (AVE) was **0.761**, Composite Reliability (CR) of **0.949** and Cronbach's Alpha of **0.935**.

**Table 7. List of items ofdecision makingfor each Construct of respondents**

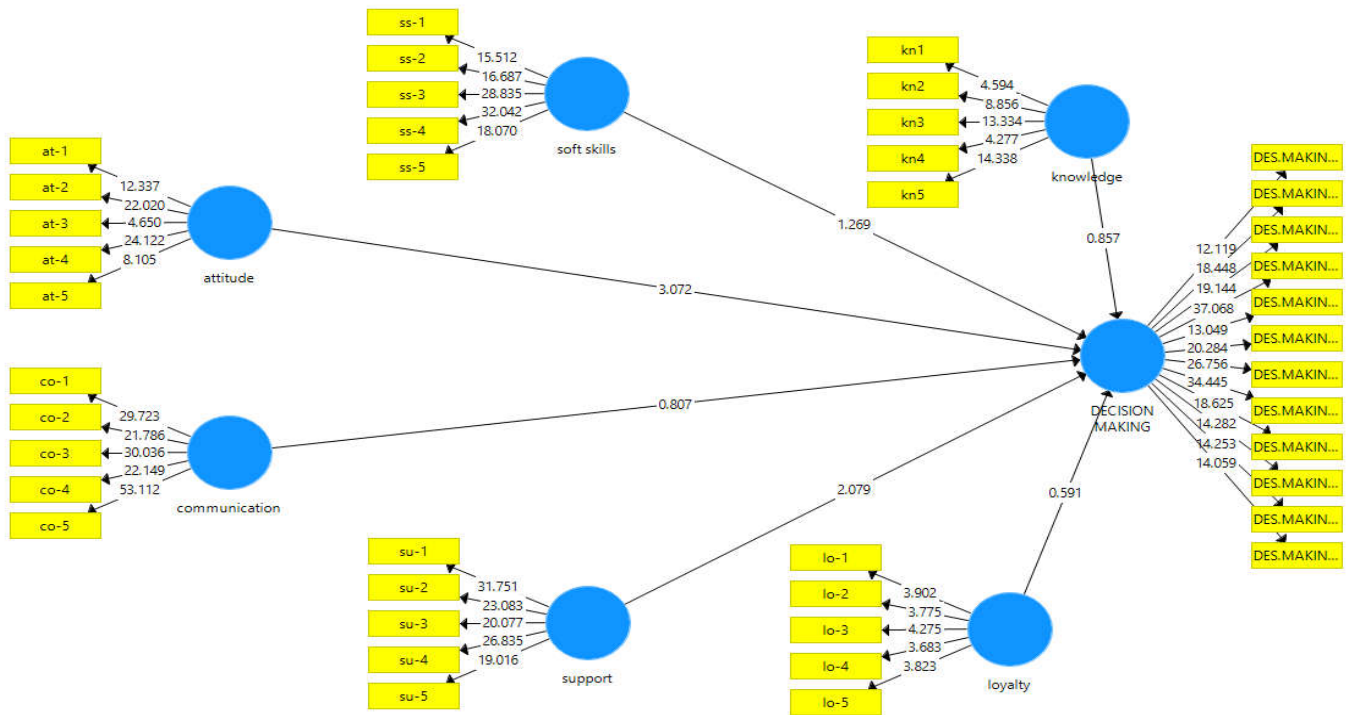
Factor	item	Results of item	AVE	Composite Reliability	Cronbach'salpha
Decision making	Des making 1	0.802	0.754	0.973	0.970
	Des making 2	0.837			
	Des making 3	0.872			
	Des making 4	0.906			
	Des making 5	0.929			
	Des making 6	0.866			
	Des making 7	0.846			
	Des making 8	0.832			
	Des making 9	0.842			
	Des making 10	0.876			
	Des making 11	0.873			
	Des making 12	0.929			

**Notes:**The result of study



In the table 7, decision making of 12 items measuring ranged from **0.802-0.929** Average Variance Extracted (AVE) was **0.754**, Composite Reliability (CR) of **0.973** and Cronbach's Alpha of **0.970**.

**Figure 2. The result of structure analysis on decision making (bootstrapping)**



**Noted:** kn-knowledge, ss-soft skills, at-attitude, co-communication, su-support, lo-loyalty, DES MAKING- decision making

**Table 8. Estimated Path Coefficients of decision making**

Hypothesis	mean	Standard deviation	T statistic	P value	Results
Knowledge → decision making	0.130	0.134	0.807	<b>0.392</b>	<b>No supported</b>
soft skills → decision making	0.254	0.236	0.200	<b>1.269</b>	<b>No supported</b>
Attitude → decision making	0.432	0.140	3.072	<b>0.002</b>	<b>supported</b>
communication → decision making	-0.122	0.148	0.807	<b>0.420</b>	<b>No supported</b>
support → decision making	0.305	0.145	2.079	<b>0.038</b>	<b>supported</b>
Loyalty → decision making	-0.040	0.084	0.591	<b>0.555</b>	<b>no supported</b>

**Notes:**The result of study

In the table 8 as result, there were 6 hypotheses in our study, for instance knowledge negatively relates to the decision-making mean 0.130, standard deviation 0.134, T statistic 0.807, P value 0.392. Soft skills negatively relate to the decision-making mean 0.254, standard deviation 0.236, T statistic 0.200, P value 1.269. Attitude positive relates to the decision-making mean 0.432, standard deviation 0.140, T statistic 3.072, P value 0.002. Communication negatively relates to the decision-making mean -0.122, standard deviation 0.148, T statistic 0.807, P value 0.420. Support positive relates to the decision-making mean 0.305, standard deviation 0.145, T statistic 2.079, P value 0.038. Loyalty negatively relates to the decision-making mean -0.040, standard deviation 0.084, T statistic 0.591, P value 0.555.

**CONCLUSION**

There are many scholars globally studying the relationship between knowledge management, managerial skill as a soft skill, attitude, support and loyalty on decision-making on public and private sectors. We scrutinized 6 hypotheses in our study. Two of them had positively result but four of them had a negative result. Eventually, our study might be unique in ways when public servant in Mongolia, and future comparisons might reveal important similarities and differences across nations. Overall, our study on the public servant staff reveals their decision-making is high but illustrates the number of suggestions to curriculum improvement that all are for the effectiveness of the public servant in Mongolia.

Limitation and Recommendations of our study:

1. Our study is limited in time as fiscal year 2022.
2. Only limited study results by SMART PLS-3.0 and SPSS-23 were compared with other qualitative research methods.

## REFERENCES

- Alijoyo, A. (2021). Decision-Making Theory. Management Science , 25-37.
- BayasgalanTsogtsuren *et al.*, (2021). The empirical study of employers' satisfaction: The case of executive leadership academy, university of internal affairs, Mongolia. International Journal of Asian Social Science, 365-375.
- Bejan David Analoui, C. H. (2012). Emerald Article: Leadership and knowledge management in UK ICT. Journal of Management Development, 5-8.
- Bennis, W. (2009). On becoming a leader. New York, NY: Basic Books.
- C.F. Roach, O. (1984). Leaders and managers: International perspectives on managerial behavior and leadership. NY: Pergamon Press.
- Fryxell, R. S. (2017). Attaining Decision Quality and Commitment From Dissent: The Moderating Effects of Loyalty and Competence in Strategic Decision-Making Teams. *эйбүтнүөтгийяутуиэ*, doi.org/10.5465/257010.
- BayasgalanTsogtsuren *et al.*, (2021). The empirical study of employers' satisfaction: The case of executive leadership academy, university of internal affairs, Mongolia. International Journal of Asian Social Science, 365-375.
- BayasgalanTsogtsuren, E. D. (2021). The determinants of students' satisfaction on librarian service quality: The case of University of Internal Affairs, Mongolia. International Journal of Innovation Scientific Research and Review, 1931-1937.
- Bejan David Analoui, C. H. (2012). Emerald Article: Leadership and knowledge management in UK ICT. Journal of Management Development, 5-8.
- Bennis, W. (2009). On becoming a leader. New York, NY: Basic Books.
- C.F. Roach, O. (1984). Leaders and managers: International perspectives on managerial behavior and leadership. NY: Pergamon Press.
- Fiedler, F. E. (1972). The Effects of Leadership Training and Experience: A Contingency Model Interpretation. Administrative Science Quarterly, 3.
- HidayetTiftik, S. K. (2015). Leadership Theories and Comparison of them. Journal of Research in Business, Economics and Management, 314-315.
- J. M. Kouzes, B. P. (2007). The Leadership Challenge. New York: John Wiley and Sons.
- Johnson, C. E. (2001). Meeting the ethical challenges of leadership. Thousand Oaks, CA: Sage Publishers.
- Karin Amit, M. P.-L. (2009). Leadership-shaping experiences: a comparative study of leaders and non-leaders. Leadership and Organization Development Journal, 302
- Kouzes, J. P. (2002). The Leadership Challenge 3rd Ed. San Francisco: Jossey Bass.
- M.L. Ehrenhard, M. O. (2014). Influence of leadership behaviors and attitudes on innovativeness' of employees. . UC ANR, 5
- Northouse, P. (2010). Leadership: Theory and Practice 5th Ed. Sage Publications.
- Richards, D. E. (2003). After the vision: Suggestions to corporate visionaries and vision champions. Profiling Australian small business leadership, 14-16.
- Stogdill, R. (1950). Leadership, membership and organization. Psychol Bull.
- WallaphaAritatana, S. S. (2015). Development of Leadership Soft Skills Among Educational Administrators. Social and Behavioral Sciences, 331-336.

## THE EVIDIENCE OF STUDY

File Info Language

New Path Model    0.119 / 3012    Hide Zero Values    Increase Decimals    Decrease Decimals

D.Sunduisuren 2023.txt    \*Sunduisuren.D.splsm    PLS Algorithm (Run No. 1)

### Outer Loadings

Matrix	DECISION MA...	attitude	communication	knowledge
DES.MAKING-1	0.802			
DES.MAKING-10	0.876			
DES.MAKING-11	0.872			
DES.MAKING-12	0.929			
DES.MAKING-2	0.837			
DES.MAKING-3	0.872			
DES.MAKING-4	0.906			
DES.MAKING-5	0.929			
DES.MAKING-6	0.866			
DES.MAKING-7	0.846			
DES.MAKING-8	0.832			
DES.MAKING-9	0.842			
at-1		0.773		
at-2		0.883		
at-3		0.700		
at-4		0.869		
at-5		0.732		
co-1			0.908	
co-2			0.894	
co-3			0.913	
co-4			0.906	
co-5			0.952	

D.Sunduisuren 2023.txt \*Sunduisuren.D.splsm PLS Algorithm (Run No. 1)

### Outer Loadings

Matrix

	DECISION MA...	attitude	communication	knowledge	loyalty	soft skills	support
kn1				0.644			
kn2				0.797			
kn3				0.790			
kn4				0.646			
kn5				0.773			
lo-1					0.835		
lo-2					0.939		
lo-3					0.955		
lo-4					0.809		
lo-5					0.812		
ss-1						0.829	
ss-2						0.887	
ss-3						0.917	
ss-4						0.925	
ss-5						0.881	
su-1							0.912
su-2							0.892
su-3							0.881
su-4							0.873
su-5							0.874

D.Sunduisuren 2023.txt \*Sunduisuren.D.splsm PLS Algorithm (Run No. 1)

### R Square

Matrix R Square R Square Adjusted

	R Square	R Square Adjusted
DECISION MAKING	0.729	0.694

D.Sunduisuren 2023.txt \*Sunduisuren.D.splsm PLS Algorithm (Run No. 1)

### Construct Reliability and Validity

Matrix Cronbach's Alpha rho\_A Composite Reliability Average Variance Extracted (AVE)

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
DECISION MAKING	0.970	0.971	0.973	0.754
attitude	0.852	0.866	0.895	0.632
communication	0.951	0.954	0.962	0.837
knowledge	0.785	0.811	0.852	0.538
loyalty	0.935	1.113	0.941	0.761
soft skills	0.933	0.939	0.949	0.789
support	0.932	0.936	0.948	0.786



D.Sunduisuren 2023.txt \*Sunduisuren.D.splsm PLS Algorithm (Run No. 1)

### Discriminant Validity

Fornell-Larcker Criterion Cross Loadings Heterotrait-Monotrait Ratio (HTMT) Heterotrait-Monotrait Ratio (HTMT)

	DECISION MA...	attitude	communication	knowledge	loyalty	soft skills	support
DECISION MAKING	0.868						
attitude	0.783	0.795					
communication	0.600	0.663	0.915				
knowledge	0.670	0.650	0.586	0.733			
loyalty	-0.153	-0.097	-0.186	-0.030	0.873		
soft skills	0.729	0.745	0.604	0.700	-0.130	0.888	
support	0.640	0.538	0.675	0.549	-0.157	0.462	0.887

D.Sunduisuren 2023.txt \*Sunduisuren.D.splsm PLS Algorithm (Run No. 1) Bootstrapping (Run No. 1)

### Path Coefficients

Mean, STDEV, T-Values, P-Values Confidence Intervals Confidence Intervals Bias Corrected Samples

	Original Sampl...	Sample Mean (...)	Standard Devia...	T Statistics ( O/...	P Values
attitude -> DECISION MAKING	0.432	0.432	0.140	3.072	0.002
communication -> DECISION MAKING	-0.119	-0.122	0.148	0.807	0.420
knowledge -> DECISION MAKING	0.115	0.130	0.134	0.857	0.392
loyalty -> DECISION MAKING	-0.050	-0.040	0.084	0.591	0.555
soft skills -> DECISION MAKING	0.254	0.236	0.200	1.269	0.205
support -> DECISION MAKING	0.301	0.305	0.145	2.079	0.038

\*\*\*\*\*