

Effect of Wisdom on Aggression and Decision Making Among Heads of Institutes

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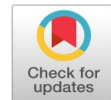
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Abstract: The current study was designed to look into the effect of wisdom on aggression and decision-making among institute heads. Male and female ($N = 200$) heads of institutes' were chosen for this study by using the purposive sampling technique. The wisdom of heads' institutes was gauged by the Three-Dimensional Wisdom Scale (3D-WS), which was developed by Monika Ardelt in 2003. The General Decision-Making Questionnaire (GDMQ) was developed by Scott and Bruce (1995) to assess decision-making. Aggression was measured through Buss & Perry Aggression scale (BPAQ) developed by Buss in 1992. Descriptive statistics, alpha reliability, Pearson correlation, and regression were computed to test the hypothesis. Pearson correlation showed a significant relationship between wisdom and decision-making and a negative relationship between wisdom and aggression. Uncertain decisions root anger among heads and ultimately affect the functioning of the education sector.

Keywords: Aggression, Wisdom, Decision-making, Gender, Institutes, Heads

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INTRODUCTION

For ages, wisdom has been a significant subject in philosophy. Many books and articles have been written about it. Zhang et al. (2022) defined wisdom as profound, rare levels of wisdom, maturity, and contemplativeness. As a result, the researchers hypothesized that was a close link between growth and development. Four historical precedents were presented. These appear to be primary examples of different types of practical wisdom. Zacher and Staudinger (2018) differentiate between personal and broad-spectrum knowledge. Personal knowledge, according to these scholars, indicates self-awareness and personal life management. In contrast, broad-spectrum knowledge refers to a grasp of existential dilemmas and insight, which allows us to assist others and provide sound guidance.

No doubt, decision-making is a day-to-day activity of all human beings. Decision-making is a custom and a process, especially for business organizations. Effective decision-making generates revenue for the organization, while unproductive ones cause damage. The most serious process in any organization is the corporate decision-making process.

Pirkhaefi and Shoghi (2021) studied the impact of wisdom on decision-making to better understand how a leader's wisdom can help to improve the quality of decisions. They used stratified random sampling to select 355 employees from the population of 4700 at Kaveh industrial. Study shows that a leader's wisdom significantly impacts decision-making style. According to Geisler and Allwood (2018), reflective and affective wisdom also plays an imperative role in the rational decision-making process. Still, in an organization, it is negatively related to the dependent and avoidant decision-making process.

Moreover, Hamada, Nakayama, and Saiki (2020) defined that cognitive wisdom is significant in predicting the rationale of decision-making in any organization. Additionally, Ardelt and Sharma (2021) found that Managers' wisdom quality can also enable them to make valuable decisions based on adequate and limited resources from

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different policy approaches. Wisdom gives the understanding needed to set acceptable targets in line with the organization's ideas (Ding, Choi & Aoyama, 2019).

Alvi et al. (2018) examined the wisdom role in the decision-making styles of managers. The sample size was 100 managers. The study results confirmed the significant relation between wisdom and decision-making style. The study also revealed that wisdom negatively affected avoidant and dependent decision-making styles. Kransniqi, Berisha, and Pula's (2019) research on decision-making styles is based partly on cognitive styles research.

Agreeing to social analysts, aggression is conduct that's implied to harm somebody who does not need to be hurt (Bushman, 2022). Since it includes reason recognition, what shows up to be forcefulness from one point of view may not show up to be the same from another? The same harming behavior may or may not be considered antagonistic depending on its expectation. Indeed when the impacts are comparable, intentional hurt is seen as more regrettable than unintended hurt (Ames & Fiske, 2013). There's maybe no greater illustration of the predominance of savagery in our day-by-day lives than the rise in psychological warfare over the final decade (National Consortium for the Study of Terrorism and Responses to Terrorism, 2011). Previous studies have tried to determine if a certain personality trait defines terrorists (Jhangiani & Tarry, 2018). Terrorists are thought to be people who suffer from serious mental illnesses. Furthermore, studies of various terrorist organizations have revealed nothing unique about individual terrorists' psychological frameworks.

According to Wrangham (2018), nourishing assaults on prey are innervated in the same way that proactive aggression on conspecifics. They compared bolstering assaults (on mice and cockroaches) with a proactive threatening vibe toward other guys utilizing male research facility rats. Low physiological arousal, a lack of social communication, and the targeting of sensitive body areas were all characteristics of proactive aggressiveness. Reactive aggression, however, was linked to significant physiological arousal and transmission of intent, including threats.

The present study was designed to address the previous literature research gaps. In previous research, the effect of wisdom on decision-making among heads of institutes is not discussed in detail. The main objective of the current study is to investigate the effect of wisdom on aggression and decision-making among institute heads. As heads of institutes' are the leader of an organization, and they have to run the overall management of an organization. If decisions are taken in an aggressive mood and without wisdom, then it negatively affects the functioning of management.

Hypothesis

H1: Aggression of heads is positively correlated with low wisdom and poor decision-making.

H2: Wise heads of organizations will have high decision-making abilities.

H3: Wisdom is positively correlated with decision-making.

H4: Aggression is negatively correlated with decision-making.

H5: The heads of institutions will be considered wiser if they have high decision-making power.

METHOD

The present study is based on a quantitative research design, and data were collected using the purposive sampling technique. The sample size comprises ($N = 200$) school, college, and university heads. Both male and female adults are ($n = 100m$) and ($n = 100f$) included in this study. Their age ranges are between 20 to 50 years old. In the current study following scales are used:

Three-Dimensional Wisdom Scale

Monika Ardelt created the three-dimensional Wisdom Scale in 2003. This scale has 39 items in three measurements: 14 items within the cognitive measurement (c1 through c14), 12 within the reflective measurement (r15 through r 26), and 13 within the emotive measurement (a27 through a39). Five ordered categorical response options (1 strongly agree through 5 strongly disagree) were used to grade oneself. Five items from the reflecting dimension are reverse-scored, while three items from the affective dimension are scored in the opposite direction. For the 3D-WS cognitive, reflective, and affective aspects, Aldelt (2003) reported reliability (alpha) values of .78, .75, and .74, respectively.

Buss & Perry Aggression Scale

Buss and Perry created the aggression scale in 1992. The aggression scale comprises 29 self-administered items that are assessed on a five-point Likert scale. Physical aggressiveness (items 1-9), verbal aggression (items 10-14), rage (items 15-21), and hostility (items 15-21) are the four sub-scales of the BPAQ (items 22-29). Each scale's score is the total of each item's ratings. The two items (7 and 18) stated in the opposite direction of aggression are scored backward. The sum of these scale values is the total score for aggression. The higher the score, the more aggressive the person is.

General Decision-Making Style Questionnaire

Scott and Bruce created the GDMSQ in 1995. There were 25 items on the scale, with five sub-scales. There were five items in each sub-scale. It is based on a five-point Likert answer scale, 1-5, 1 indicated strong agreement, 2 indicated agreement, 3 indicated neutrality, 4 indicated disagreement, and 5 indicated extreme disagreement. For each sub-scale, the total GDMSQ score might vary from 5 to 25. Scot and Bruce (1995) stated satisfactory internal consistency (alphas ranging from .68 to .94). There is no negative scoring in items. There are no cutoff scores on the scale. The sub-scale includes rational, intuitive, dependent, spontaneous, and avoidant. Items 1, 6, 11, 16, and 21 measure rational decision-making style. Items 2, 7, 12, 17and 22 measure intuitive decision-making style. Items 3,8,13, 18, and 23 measure dependent decision-making style. Items 5,10,15,20 and 25 measure spontaneous decision-making style.

RESULTS

The data were analyzed by using the Statistical Package for Social Sciences (SPSS), Version 23.0. In general, descriptive and inferential statistics were utilized. For continuous variables, descriptive statistics such as mean and standard deviation were utilized; however, for categorical variables, percentages and frequencies were used to depict a range of demographics or responses. The hypothesized association between the variables under inquiry was further investigated using correlation and regression analysis.

Table 1: Psychometric properties and Pearson correlation among study variables (N = 200)

Variables	N	M	SD	A	Range	Skewness	Kurtosis	A	W	D
Wisdom	200	119.2	18.7	0.87	84	0.51	0.24	- 0.44	1	0.214
Aggression	200	90.21	21.4	0.9	93	-0.28	0.26	1	-0.44	0.006
Decision making	200	6.43	10.3	0.76	45	-0.54	0.29	0.006	0.214	1

**p<0.001, *p<.01

Table 1 reveals the psychometric qualities of the study variables are shown in table 1. According to the reliability analysis, the wisdom, decision-making, and aggression reliability coefficients are all high. Internal consistency is satisfactory at 87, .76, and.90, respectively. Skewness and Kurtosis values are less than one for wisdom, decision making, and aggression, indicating that univariate is not a concern. Further correlation analysis indicate that there is negative relationship between wisdom and aggression ($r = -0.44, p < 0.001$), positive relationship between wisdom and decision-making ($r = 0.214, p < 0.001$), and positive relationship between Aggression and decision-making ($r = 0.006, p < 0.001$).

Table 2: Linear regression analysis showing the effect of wisdom on aggression among heads of institutes (N = 200)

Variables	Outcome: Wisdom	95% CI	
		LL	UL
(Constant)	153.726	143.473	163.978
Aggression	-.382	-.493	-.272
R ²	.190		

p < .000

Table 2 show that linear regression analysis is computed with aggression as a constant, predictable variable and

wisdom outcome variable. The predictor with $F(46.453, p = .000)$ may account for 19 percent of the variance in a dependent variable with an R^2 value of .190. Aggression is a significant negative predictor of knowledge among heads ($B = -.382, p = .000$).

DISCUSSION

The major goal of a recent study was to look at the impact of wisdom and aggression on decision-making among institute heads. Most of the hypotheses in the study were maintained in the present study. In the opening, the reliability of the scales was established. The reliability was reconciled in that scales Three-dimensional wisdom scale (3D-WS), GDMSQ, and BPAS were recycled in the study that had adequate internal reliability. The value of skewness and kurtosis show that the data is normally scattered.

The first hypothesis, that "head aggressiveness is positively connected with poor wisdom and deprived choice-making," was validated by the current study, which found that wisdom has a negative relationship with aggression and a positive relationship with decision-making. The outcome of the research recommended that the wisdom of decision-makers only improves among managers/heads when they continue making wise decisions. The second hypothesis, "wise heads of institutes will have decision-making ability," was significantly reinforced in the present study. Intezari and Pauleen (2018), while investigating wisdom and decision-making, interrogated the directors and managers of unlike organizations in New Zealand. The finding of his research recommended that the wisdom of decision-makers only progresses among managers/heads when they continue making wise decisions.

The third hypothesis, "wisdom is positively related to decision making," received significant support in the study's result. The ability to make decisions is proportional to one's level of knowledge (Wipulanusat, Sunkpho & Stewart, 2021). Additionally, Hamada, Nakayama, and Saiki (2020) establish that mental wisdom is primary to anticipate the center of decision-making within the institute. Berry, Jagust, and Hsu (2019) originate that deliberative and successful wisdom also shows an important role in making coherent decisions. The fourth hypothesis, "aggression is negatively associated with decision-making", was irrelevantly supported in the research conclusion. Masthoff (2015) studied that since destructive behavior is a crucial social problem and action is rather robust, it is vital to obtain more perception into its underlying neuro-cognitive fundamental or assiduity elements. This study intentions to analyze innately the present position of actual studies on the role of hazardous decision-making in aggression, which has often been decayed. After a wide literature search, 16 deserted studies were involved, of which most were of the average feature.

The fifth hypothesis, "the heads of institutions will be contemplated more intelligent if they have high decision-making skills," is reinforced in this conclusion of the research. While investigating the role of knowledge in an association, Javedi et al. (2022) discovered that information is important in the development, decision-making, and exertion of that decision.

CONCLUSION

The main objective of the current study was to observe the effect of knowledge and aggression on decision-making among heads and explore the outcome of wisdom on decision-making. The present study also investigates the consequence of wisdom on decision-making and anger and the effect of violence on decision-making. Purposive sampling procedures were used to gather the data. The current discovery indicates that intelligent heads have moral decision-making skills. The wisdom of decision-makers only progresses in heads. Heads and managers of an institute/ organization assemble good decisions. Wisdom is positively linked with decision-making, and aggression is negatively linked with decision-making. Uncertain decisions root in anger among heads.

THE IMPLICATIONS OF RESEARCH

Decision-making skills are essential for an organism's good future, and no doubt wisdom plays an important role in shaping it. The tendency to be wise in the heads of institutes can allow them to make valuable decisions about their organizations. As aggression is negatively related to wise decision-making skills, so decisions taken in anger can affect the future of institutes'.

LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

Despite the current research's significant contributions, it has a few limitations that limit its scope. First of all, the study was conducted at a small level. Future researchers can study this phenomenon on a higher level in order to get a broader perspective of wisdom on the decision-making skills of institutes. Although this study is based on a cross-sectional research design in which the researcher gathered the whole data at the same time. Future researchers can design longitudinal studies to get deeper insights. Moreover, future researchers can study other fields as well.

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