

Manuscript No.: IJAR-57253

**Title: Managerial Cognitive Capability, Emotional Intelligence, Cognitive Bias Awareness, Analytical Reasoning Competence, and Experience Depth as Predictors of Strategic Decision-Making Effectiveness in the Ghana Education Service.**

**Recommendation:**

- Accept as it is .....
- Accept after minor revision.....**
- Accept after major revision .....
- Do not accept (*Reasons below*) .....

Rating	Excel.	Good	Fair	Poor
Originality		✓		
Techn. Quality		✓		
Clarity		✓		
Significance	✓			

**Reviewer Name: Dr. Mithilesh kumar shukla**

**Reviewer's Comment for Publication:**

The paper outlines clear policy and leadership development recommendations tailored to the Ghana Education Service, bridging theory and practice..Educational leadership in Ghana increasingly takes place under conditions of pressure, uneven resourcing, public accountability, and considerable variation across districts and schools. "Holistic understanding" in the context of this paper means looking at strategic decision-making effectiveness not through just one factor or capability, but by considering multiple interrelated capabilities together as a whole system. The Ghana Education Service (GES) is the government agency responsible for implementing pre-tertiary education policies in Ghana. It manages staffing, teacher deployment, supervision, school improvement, and professional standards across the country's school system. The GES operates within a complex environment characterized by resource constraints, diverse stakeholder expectations, administrative demands, and accountability pressures. Leadership effectiveness refers to the ability of leaders to make sound decisions, guide their teams or organizations successfully, and achieve desired goals and outcomes. In the context of this paper and educational leadership.

**Recommendation:** Accept after minor revision,

*Detailed Reviewer's Report*

**STRENGTHS:**

- 1- This article addresses a straightforward but important question: how do managerial cognitive 41 capability, emotional intelligence, cognitive bias awareness,
- 2- The paper acknowledges the social and relational dimensions of decision-making, emphasizing emotional intelligence
- 3- "Holistic understanding" in the context of this paper means looking at strategic decision-making effectiveness not through just one factor or capability,
- 4- The GES serves as the specific institutional setting for examining strategic decision-making effectiveness.
- 5- The paper emphasizes the need for leadership development in the GES to focus on building these integrated capabilities to improve decision quality and implementation outcomes.
- 6- Making well-informed, evidence-based, and contextually appropriate decisions that address complex challenges.
- 7- The core idea is that decision-making effectiveness in complex public organizations is not produced by one attribute alone,

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## WEAKNESSES:

- 1- Limited Discussion of Implementation Challenges.
- 2- The focus on individual leader capabilities might underplay the role of systemic, structural,
- 3- without quantitative testing or validation, which limits its immediate applicability and generalization