An examination of the influence of "role" in joint Military / Civilian Decision Making

دراسة في تأثير الصبغة الوظيفية عسكريا / مدنيا في صناعة القرارات المشتركة

by

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Abstract

Decision that people take depends on various factors. This research aims to identify whether or not decisions taken by people are influenced by demographic factors such as age, project role, culture, gender, religion, and strategic intelligence. In addition, research also aims to understand how decisions taken by civilian differ from decisions taken by military personnel in the same situation. For determining the relationship between decision making and demographic factors six hypotheses were framed. ANOVA testing was done to test the hypotheses. For determining the differences in decision taken by civilian and military personnel survey was done. The result showed that military personnel make decisions by consulting their senior officials while civilian does not taken decision by consulting others. Military personnel hardly postpone any decision while the civilians have the tendency to postpone the decision until the last moment. Military personnel are very quick in taking the decisions and they take less time in reaching to a final decision. Also, military personnel do not take much time to double check the information source because they have to take instant decisions while civilians have a tendency to double check the information due to availability of time and loopholes in the system. The result of hypotheses testing showed that none of the demographic factor has any influence on decision making. This findings is different from what has been observed in previous research studies. One of the major limitation of the study is that it only uses quantitative approach. Use of qualitative research would have provided better understanding of reason behind the relationship identified.

نبذة مختصرة

القرارات التي يصنعها الأشخاص تعتمد على عوامل عديدة، وهذا البحث يهدف إلى معرفة ما إذا كانت القرارات هذه تتأثر بالعوامل الديموغرافية مثل: العمر، وظيفة المشروع، العادات و التقاليد، الجنس، الديانة والأبعاد الإستراتيجية.

إضافة إلى ذلك يهدف هذا البحث إلى فهم كيفية إختلاف القرارات المتخذة من قبل المدنيين عنها من قبل العسكريين في الظروف نفسها.

لتحديد العلاقة بين صناعة القرارات والعوامل الديموغرافية تم العمل في إطار ستة فرضيات. تم إختبار هذه الفرضيات باختبار (أنوفا) كما تم عمل استبيان لنفس الغرض.

النتائج جاءت لتبين أن الأشخاص العسكريين في صنع قراراتهم عادةً مايلجأون لإستشارة كبار مسؤوليهم بينما على النقيض من ذلك فإن الأشخاص المدنيين لا يقومون بذلك. الأشخاص العسكريين قلما يعملون على تأخير إتخاذ القرارات بينما هناك نزعة بين المدنيين لتأجيل ذلك إلى اللحظات الأخيرة. الأشخاص العسكريين سريعين في صنع القرار ويلزمهم وقت أقل لإتخاذ القرارات النهائية دون الحاجة لإعادة النظر في مصدر المعطيات مرارًا لأنهم بحاجة إلى إتخاذ القرارات الفورية على عكس المدنيين الذين يتوفر لهم متسع من الوقت لفعل ذلك.

نتيجة دراسة هذه الفرضيات أفضت إلى أنه لا علاقة للعوامل الديموغرافية مباشرة في صنع القرارات على خلاف ما تم إيجاده في دراسة البحوث السابقة.

أحد أهم التحديدات التي واجهت الدراسة هي إستعمال إسلوب " الكم "، بينما كان ليكون لدراسة " النوع " أثرًا أكبر لإستيعاب وفهم العلاقة المذكورة.

Contents

Chapter 1: Introduction

1.1 Overview of the Kingdom of Bahrain

The kingdom of Bahrain has a total area of 750 km2 with a population of 1.2 million inhabitants out of which half of are immigrants from India, Bangladesh, Pakistan, Arab countries and Westerns. It has 33 islands which are located in the Gulf region. Saudi Arabia is connected to Bahrain Island which is the largest island by the 25KM length King Fahad Causeway. Though English is extensively used, Arabic is the official language of Bahrain with Manama as its capital. The economy of Bahrain has always seen stable currency and low inflation and that is why there exists a stable business environment and high investment. There are also no restrictions on movement of goods, foreign trade and investment as it is a free market economy (OECD, 2013). Bahrain's GDP comprises of highest sector contribution from oil industries. It is also a part of GCC countries. 60% of the employees in financial sector are Bahraini nationals. The United States, Saudi Arabia and the European Union are the main trading partners of Bahrain. The Pan –Arab 2011 events, affected Bahrain the most, out of all GCC countries. The communication and transport facilities are highly developed with a diversified workforce. But the country still depends on oil-based industries and services (Ramady, 2013).

1.2 The Bahrain Defense Force

BDF, the Bahrain Defense force is the chief armed force of Bahrain. It consists of the army, air force and navy. Royal decree law no.32 of 2002 governs the BDF which includes the organizational structure, command and control system. BDF undertakes operation inside and outside the country on the instruction of commander in chief of Bahrain. To execute the orders issued by the king and the policy implementation is the responsibility of commander in chief. There is a supreme defense council, who determine the defense policies of BDF. BDF assists the

public security forces and the national guards in security matters and it is mandated by the law to defend the country during foreign aggression and protect the legal ruling authority. (Bassiouni et al., 2011)In order to speed up the data transfer and speed up the procedures, BDF has upgraded its communication system so that it can be connected to an internal electronic network (Global Security, 2016).

1.3 The Royal Medical Services

The royal medical service of BDF is the largest care network of hospitals, outpatient center and physicians. Rehabilitation, home care services, care physicians, skilled nursing, elder health, behavioral health and insurance programs are some of the other features of royal medical service. It includes about 4,000 employees and physicians. These services are established with an aim to provide community-based primary health care services. It also provides highest quality of specialty care whenever needed. In Bahrain, this hospital is the second largest hospital which constitutes all clinical infrastructure and trained medical staff. The medical services are specially provided to military and interior forces. Apart from this specialized medical services are also provided to referrals and VIP's and emergency services to the public. The health care services are provided for free to the residents as well as non-residents. It is the only hospital where health services are provided to the non-civilians. The royal court also receives medical services from the BDF hospital. (bdfrms, 2016) Apart from primary health care, there is also specialized cardiac center, dental and consulting clinics and accident and emergency wards. The Australian Council of Healthcare Standards has accredited the royal Medical Services. The website of Bahrain Defense force- Royal Medical Services, www.bdfmedical.org has received e-Content Award for the year 2007. Apart from the information, it also provides online appointment facilities and guide to the visitors and patients (BDF Medical, 2016).

1.4 Discussions within the Royal Medical Services (Overview)

- The discussions within Royal Medical Services are now focusing towards whether to go for a hospital-wide solution or to go for a department or modality oriented system. Jivex enterprise PACS has been emerged with high patient throughput and leading-edge professional services and it is changing the model of work in radiology.

- Another important discussion is related to partnership of patients in the quality improvement in medical services within the RMS. The general public which is civilians can contribute towards improving quality of medical services by cooperating and suggesting the changes (Omachonu, 2010).

- The innovations are also discussed about the quality of life, treatment options and cost effectiveness. Innovation is discussed so as to bring more and new services to maintain the position of being the second largest hospital in the country.

- The hospital also discuss about restructuring the medical services by organizing meetings so that the number of those diseases are decreasing, the arrangement and shifting of wards can be done accordingly (Kato & Kamada, 2012).

1.5 Challenges with decisions within the RMS

The decision towards securing the internship post for graduate students within RMS is challenging because there are insufficient posts at SMC and BDF at current time. Also training decisions related to professional has faced challenge because in the country the postgraduate residency programs that provide professional training are not well structured. Due to increase in demand of clinical staff, the decision to hire new and trained staff and physicians could be challenging as the health schools that are present in the country are unable to produce sufficient number of clinical staff that can cope with the demand of clinical staff (RCSI Bahrain, 2012).

To decide about which technology is to adopt which offers economies as well as desired outcomes is also a challenging task. The decisions of the physician sometimes are challenged by ethical challenges sometimes. They have to justify their decision to the patients and to themselves. Another challenge arises related to the decision to treat infectious patient because here the physician have to take decision by going against the principal of equal treatment for all. The physicians of RMS have to make decisions about the correct dose of medicine and best medicine for different kind of patients according to the specifications. This is a very challenging task as the physicians have to keep themselves updated with the medicine knowledge and translation of knowledge into clinical practice. (Faulkner et al., 2012).

1.6 Decisions – What are decisions

At all the levels, decisions are taken related to various important matters and aspects. It involves making choice from the available alternatives. It involves various aspects apart from only choosing from the alternatives. Several possibilities were looked into before reaching a certain decision. Also decision making is looked into through various aspects and elements. There can be various factors which affects a decision. The decisions can be related to organization, management, goals, technology, etc. to do a certain thing there can be various ideas. These ideas are evaluated according to the feasibility and practicality. Sometimes to come to a decision, certain agreements have to be made. Decision could also belong to everyday life of the people which are quick and instant.

1.7 Types of decisions

There are generally two types of decision making: programmed decisions and non-programmed decisions.

- Programmed decisions- these type of decisions are routine decisions which are taken repetitively by the people and the organizations. These decisions are taken to solve the routine problems. Although they are routine decisions but are structured and well defined. Well stated measures are taken to decide about the outcomes. There might be cases, when some decision rule can be applied to reach a decision. They usually require a less time to develop the alternatives and take the decision. They are made out of habit and organizational structure because the problem repeats itself many times. These decisions are for short term and situations of scenarios are known.

- Non -programmed decisions- these are one shot decisions and usually unstructured. These types of decisions are not well defined and do not follow pre-specified procedures. Every time new situations arrive in case of these decisions. These are very important and critical decisions which are taken for long term. The decisions required to be innovative in nature as they have to deal with complex situations. Many times intuitions can be considered to take decisions in emergency situations (Wordpress, 2008).

1.8 Forms of decisions

1.8.1 Military decisions (The nature)

The military decisions are related with operations and the methods to execute those operations. The decisions are taken within a pre-defined context. Through these decisions the commander translates his vision into action. Fuel consumption, movement rate and related issues are tackled with these decisions. These decisions require more aspects to be concerned as compared to routine decisions and affect the whole country and area. These decisions act as a tool for the commander and staff to plan and estimate the things related to war and security. Analytical approach is required to take such types of decisions (Air University, 2016).

1.8.2 Civilian decisions in Military context (The nature)

There are various cases when the decision of civilians dominated over military decisions even into legal matters. Using the military decision process can also be a good aspect to translate military decision making process into civilian organizations. This would lead to improvement in processes. The terms like center of gravity, combined operations and battle space can be included in health care and marketing sectors. This military context will provide new ways of decision making to the civilians and can be used as a guide (The MD Harris Institute, 2013). Through the civilian control of the military, the political leadership as civilians has the responsibility of strategic decision making over the professional military officers.

1.9 The Problems

In the military the decision making and discussions faces various problems and challenges. Many of such problems are related to decision making being affected by demographical factors such as age, gender, culture, and religion and project role.

Another problem is that the type of decision a civilian make is different from military decisions. The approach they follow is also different as well as the purpose and basis. There are various discussions that take place in royal medical services which includes various aspects of involving the patients also. The problem here is that patients may not be able to cooperate every time and suggest changes due to their mental and physical state. To discuss about restructuring and innovations is easy but to bring into practical effect is very different and require more serious concerns and dedications. The decision making related to medical services has to face various challenges within the hospital itself. Such as there are insufficient posts at SMC and BDF at current time also the professional training institutes are not well structured. The schools are unable to produce sufficient number of clinical staff. Apart from this there are various ethical challenges.

This is a very challenging task as the physicians have to keep themselves updated. The type and form of decision to be taken to deal with a situation and context are also a problem area to be studied. Due to civilian control of military the strategic decisions got influenced by political influences.

1.10 The Research Map

Problems

- Decision making being affected by demographical factors such as age, gender, culture.

- Patients may not be able to cooperate every time

- Restructuring and innovations, difficult to bring in practical terms

- Insufficient posts at SMC and BDF

-various types and forms of decision

- Civilian decisions are different from military decisions, Civilian control of military.

Forms of decisions

Military decisions - the commander translates his vision into actionCivilian decisions in Military context Civilian control of military, using the military decision process in organizations

Discussions within the Royal Medical Services

- Whether to go for a hospital-wide solution or to go for a department or modality oriented system

- Partnership of patients in the quality improvement

- restructuring the medical services

- The innovations

Challenges with decisions within the RMS

-securing the internship post for graduate students

-professional training is not well structured

-technology

-ethical challenges

-correct dose of medicine

The influence of "role" in joint Military / Civilian decision making

Types of decision

-Programmed decisions- structured and routine

Non -programmed decisions-non-structured and unique

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Chapter 2: Literature review

2.1 Civil Military Relations

The civil military relation illustrates about the relationship that the society of civil and the military share. Going in the deep sense, it reveals about the relation between the authorities of a said society and military (AU, 2012). Studies which relate with the relations between the members of military and civil, clearly shows the areas of assumptions, which are normative in manner and also predicts the attitude of the civilians towards the control of the state. It is not considered as a separate area of academic study, as it mainly comprises of the scholars and other such practitioners, which belongs to the different fields. Apart from the field of political science, civil military maintains its relation with varied fields, which are related to medicine, law and philosophy. This also comprises of studies and discussion over wide range of issues, but does not only limit to the civilian control (Dar & Kimhi, 2001).

The history of smooth relations of military members, which are related with the researchers, who have arguments regarding the military members of them being servants of the state authority (Haerem et al., 2010). Issues and concern, which are associated with enhancing the characteristic of militarism in the society. The millenarianism nature in the society comes from the experiences, which are related with the twentieth century, and also examinations, that are associated with the impacts and effects of the military in the society (Owens, 2012). The enhanced incidents of military coups since the World War 2, mainly in the 1969s, have brought an enhanced interest in the areas of academics ad articles of journalism and in the studies which are related with the nature of the members of military (Owens, 2012).

Researchers like Janjua (2010) who belongs from the development institute, have shared his views and beliefs regarding the fact that the activities of development are very central in the cases of

security and it is also central component of the involvement developed in the western, and this is quite contentious amongst the agencies that are aiding (Kårtveit & Jumbert, 2014). Stabilization approaches are mainly towards present challenges that aim at aiding the ability of community to act according to the humanitarian principles in the conflict affected zone. Experiences in Bahrain, does not highlight the conflicts, but focuses on the significant tensions, between the stabilization and internationally recognized guidelines. The civil military dialogues have been quite effective and efficient since the time it was mainly enrooted in the laws that are basically related with humanitarian sector (Kårtveit & Jumbert, 2014). The agencies nowadays require a lot of investments which are related with the capacities and training sessions, for the purpose of the engagement of the civil members and military members, relations and all together with the donors, for looking forward to have evidence that has more impacts of stabilization approaches (Haerem et al., 2010).

Huntington (1957) wrote in his book about the differences that exists in the civil world and military world. Because of the contrasting attitude and value, personnel who belong to military and civil were arrested. Those who were quite, were arrested and held by the personnel of military, and those who were conservative were held by the civilians who are quite liberal (Haerem et al., 2010). Each world, be it military and civil comprises of the various institutions that are related with the operative rules and regulations. The functions of the military organization were quite inherently different and varied from the one, which are related with civilian world (Haerem et al., 2010). The conservative military world, which is liberal in many of the aspects, clearly shows that it is quite essential to analyze the methods for the purpose of ensuring that the world of civilians would mainly be able to maintain the dominance, which is over the military world. Such issues are termed

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as military professionalism. The authors have also focused on the studies which are related with the officer corps (The MD Harris Institute, 2013).

They have discussed regarding the profession and has illustrated about the personnel (The MD Harris Institute, 2013). While on the other side, many in the military world, are not those professionals. Authors (The MD Harris Institute, 2013) have thrown lights on the fact that they consider the role of tradesman quite necessary, but not professional in their definition of the term (Feaver & Kohn, 2001). It was the officers of military and the ones who are not considered in the list of the technicians, who were related with the trade violence. They are the main key to maintain the military world. Professional people in the military world are quite demanding, which means that the authority of decision making in the military world is being pressurized by the useful sectors of the institutions, which are related with the disciplines and the cases that are related with self-sacrifice areas. This also reveals about the cases of the corps in the socialized areas and also the professionals that are considered as the experts in the areas of the forces (Gale, 2008). Shared in the research (Desch, 1998), that the back lashing of civilian is mainly decided on the basis of the objectives that are related with the actions of military, but thereby leaving it to the world of military for the decisions is the best way for the acquirement of the goals. The critical issues of this matter are all related with the civilian people and the ideal amount of the control (Huntington, 1957). There is a lot of control in the members of military, which often gives rise to the force that is too weak in the dependence of the nation, and controlling the world that mainly develops the possibility of the military members. The answer for this particular question is related with the objective of civilian control. This objective was targeted in contrast to which it is quite subjective in the control of the directions that is re intrusive and detailed in manner.

2.2 "Role theory" in heterogeneity

Keeping it simple and easy, the control of civilian and the military people's effectiveness is considered as the variable of independency from the viewpoint of researchers (Segell, 2015).

Kartveit and Jumbert (2014) have analyzed the two forces or imperatives for the civilian controls which are the controls of functions and the controls of societies. Kartveit and Jumbert (2014) have researched a lot about the societal imperatives in the two main components, which are ideology and structures. Talking about ideology, it is mainly considered as a worldwide view. Through structure, it completely means regarding the legal frameworks of constitution, that guides the affairs of politics and the affairs of civil mainly (Feaver & Kohn, 2001).

The previous studies Segell (2015) are related with the civil members' relation with the military members. This study also considers the efficiency in the relationship of military people and civilians, which should be the objective forms of the controls of civilians (Etzioni, 2013).

The control is revealed by the factors, which are related with the adoption of the ethos of professionals, and the determination of the restrictions of the roles of professionals, subordinations for the leadership building of civilian that mainly formulated the directives on the military policies (Kårtveit & Jumbert, 2014).

In case the imperative of the researchers is considered as the independent variables, then in such cases the variables of civilian become the explanatory variable. Though Segell (2015), discussed in his research that the societal control enhances the society, but still this kind of ideologies are not changing, at least for Bahrain. If this is the case, then the functional imperatives are mainly explanatory for the change (Feaver & Kohn, 2001). From some other's point of view, the external threats are very low in comparison to the ideologies, which eliminates the military. In this particular case, the liberal threats are very high, and the ideologies are free which produces the

effects of transmutation that will develop the military force, as per the accordance (Feaver & Kohn, 2001).

Convergence Theory: this theory is another main kind of thread that illustrates and throws light on the civil and military relationships. The main thread of this relationship was seen in the late 1960s. According to Burk (2002), separate military and civilian world shows that the predecessor is different and unique from the ideal solution, and prevents the danger of democracy of liberty (Dar & Kimhi, 2001). Since then, the military world came into existence, and has behaved conservatively. The members of the military have shown resistance from the changes and have never behaved in an adaptive manner. They have never been open and unstructured to civilian society and also towards the changes in the world. Thus according to the author (Burk, 2002); the members of the military world has been benefited from the researches of the authors in the past.

Janowitz (Janowitz, 1960), has also introduced the theories of convergence for arguing in respect of the members of the military. The author believes that despite of the extremely slow pace of change, there have been changes in the external procedure. The theory of convergence has postulated civilianization of military people and also militarization of society.

However, despite of much convergence, author (Desch, 1998) has insisted that the world of military should maintain and retain the important differences that remain identifiable in the nature of military. Many authors (AU, 2012) have agreed with the thoughts of Huntington (1957) that, because of the issues between the civilian and the military worlds, clashes might develop regarding the diminishing of the goals of the civilian authorities of the military. The answer to this criticality was mainly about ensuring that the convergence occurred. This mainly ensured that the members of military world would be imbued with the rules and expectations of the society, which has basically developed it.

Authors (Desch, 1998) in their research study have encouraged the usage of the conscriptions which are related with the wide varieties of the members in the force. Researchers have encouraged the usage of the training programs in schools and colleges, for the purpose of ensuring that the military academies does not develop monopolies on the types of officers (Desch, 1998).

Agency theory: Another author McNamara (1998) has revealed in his research that it has been quite easy for the officers who are in the gulf war to connect with the policy of nation, as compared to others (McNamara, 1998). The author has discussed that the war which was held in Vietnam, has mainly lost in the hands of United States before any kind of discrepancies occurred, mainly because of the fundamental failures related with the parts of the civilians and military actors (McNamara, 1998). Apart from the lessons from the war of Vietnam, many of the theorists have also analyzed and determined the main problems with theories that are related with the Huntington. This mainly appears towards the notion of separate military officer (McNamara, 1998). There are many arguments that mainly differentiate the civil and military existence. There is high critical debate in respect of the paper interactions in between the two main worlds (McNamara, 1998).

As per the arguments held by the authors in the previous researches, they have mainly proposed that the main ideal arrangements in which the civil and the political leaders offers main objectives which focuses on the controls of the leaderships of the military people and then mainly stepping back also for the purpose of permitting the experts. In this case, violence does what is most effective. Many of the authors (Chao et al., 2009) have revealed about the critical arrangement, in which the leaders of civilians intrudes extensively in the world of military.

2.2 Civilian – Military Cultural Gap Thesis

Many of the debates related with the relationships of the civil people and military people, mainly assumes about the separations between the two worlds and this was quite inevitable and essential (Feaver, 1996). The arguments of researchers had always talked regarding the controls that are maintained by the gaps that is between the civilians and the people of military for the purpose of decreasing the increments in the policies (Etzioni, 2013). By the end of 1989, the discussion moved towards military people (Etzioni, 2013). The debates on these topics have been discussed above and it can be further divided into three kinds of sections. The first era started after World War 2 and ended at the end of 1973 (Janjua, 2010). This particular era was mainly concerned regarding the illustrations of the relationship that is between the civil military people. In this era there was some kind of conceptual understanding regarding professionalism and learning's in respect of the control of civilians over the military (Etzioni, 2013). The era was also related with the definition of the relations of civil and military people and thereby it was of utmost importance to understand the concepts that are related to professionalism and also about the meaning of how the civilians control the military system. The second part of the section starts from 1973 and ends at the foundation of the volunteer forces and continues until the time of cold war. The last and the third section mainly initiated from the end of the cold war and are still continuing till today (Burk, 2002). All of these sections have noticed the enhancing interest and concerns about the existence of the civilian and military gap of culture (Burk, 2002).

Some of the authors like Gale (Gale, 2008)(2008) have mainly focused that there are not much differences and contrasts between the relationship of military and civil control. However, thinking about the other side, there are some authors who mainly focuses on the fact that there are not much

similarities in the roles adhered by the military people and civilians for taking such kind of decisions (Owens, 2012).

Maynes (1998), is one of those authors who has shown his worries regarding the military forces which comprises the list of the personnel from the lower levels of socio economic classes (Gale, 2008). Authors have even neglected to fight and argue, for the goals of the classes that are of upper nature (Maynes, 1998). On the other side there are researchers that mainly reveals about the issues and concerns that draws attention towards the politicizing trend of the environment which is there in the military (Etzioni, 2013). According to the Etzioni (2013), there are wide gaps in the culture and connectivity. Authors (Gaub, 2016) have revealed some kind of worry which revealed that unless the effective dialogs are maintained by the military and civilians in the areas of the ethical decision makings (Maynes, 1998), no relationship can be maintained. This illustrates about the facts related with the question that why the members of military has been or may be determined or analyzed for the cementing of the society's norms (Huntington, 1957). This kind of views mainly goes beyond the approaches in terms of cultures and mainly focuses on the abilities of military people for the purpose of controlling the behaviors in varied ways (Huntington, 1957)

The gap which is related with the culture, mainly affects only the case of endanger of control of civilian which is related with the military members (Kårtveit & Jumbert, 2014). On the other side, if it reduces, it basically utilizes the targets for the abilities of the country for the purpose of maintenance of the military in an effective and efficient way (Huntington, 1957).

Contemporary Issues: Some of the issues that affects the relationship between civil and military, comes over when political leaders of civil environment mainly attempts to resume the civilian controls after the transition periods, but mainly possesses the necessary capabilities for handling the defense affairs. Though the control of the civilians over the military organization, despite of

all the hard efforts in the past years, is still to be institutionalized in many of the countries (Etzioni, 2013).

The hurdles which are faced by civil military relations are faced by many countries, like the Indonesia, that mainly revolve around the issues of military culture and lack of resources (Etzioni, 2013). The military cannot be an organization which has unmatched reaches and political influences that limits the state capacities. This is so because; doing so will be very challenging for the civilian supremacy to take the stance (Etzioni, 2013). Thereby creating efficient kind of authority as per the restrictions of the budget, it is quite unlikely that many of the countries in this world are still struggling very boldly with the concepts, which mainly acquires stability and relevant civil military relations soon. This will be something that will continuously damage the state capacities and stabilities (Chao et al., 2009).

2.4 The decisions people make are different or likely to be different based on demographic factors like

- Age: Decisions are very pervasive part of the lives. The importance and impact of the decisions can only be highlighted with age. Older people often continue to work in the prominent solutions and faces varied important decisions like the retirement plan for selecting how to spend the life savings and how to live the remaining years of life. Many studies have examined how age affects the decision-making. One ponders why adults have reserves for decision-making experiences for drawing upon and rarely performs better than younger adults in the decision-making tasks perform. It might be the case that the age based neural declines are great in older adults that the advantages in decision-making experience, relative to the younger adults, that cannot be compensated. As age increases, we become more cautious about the decisions we are making, as we tend to move in secured directions.

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For instance, a person at the age of 45 might think of investing in retirement plans rather than in mutual funds.

- Project Roles: People mainly tend to gather facts that help in leading to conclusion but also disregard the other kind of information's, which helps in leading to conclusion. People who are quite defensive in this manner nearly show higher left prefrontal cortex activities than doing less defensive.

- Mainly people tend to capture the first option, which looks like this might work. They focus on developing more attention towards the recent information and also ignore far distant information. The alternative effects in the first set of data are termed as relevant information.

- Gender: Men and women have varied strategies and ways of communicating and placing emphasis on the other relevant things of a relationship. When it comes to actual decision making, women mainly make decisions based on emotional levels, whereas men go more with the data and facts. Women generally prefer narrative, a story that has face and the interactions and the relationships, which are occurring. The female brain seems to be multitasked and networked in comparison to male brain, which is considered to be much more compartmentalized. Women generally prefer people's e opinion for making decisions. Men use other people's decisions for helping them forming their own opinions (Decision-making, 2012).

- Religion: many of the societies and cultures are mainly based on moral codes, which are associated with the religion, as some of the cultures determine themselves based on the culture and religion. In this particular time, behavior of people will be a good output of the social norms that are mainly associated with the religion of particular person (Blenko,

Mankins, & Rogers, 2010). Religions that are after decision making gets affected by the moral coding of the religions. In some other term, people mainly make decisions that are based on the belief of religions. Religions creates positive influence on the decision making process, as it helps in morality (Blenko, Mankins, & Rogers, 2010). We are living in 21st century and in this society, orthodox religion are considered as the restrictive one and creates oppression in the decision making. Generally, people think of the ways in which they wish to make decisions on their own, as they are associated with religion (Blenko, Mankins, & Rogers, 2010)

- Culture: People with varied culture background have varied expectations, norms and values that in turn have the potentials of influencing the judgments and decisions, as well as the subsequent behaviors. Cultural values help in determining what is considered right or wrong for an individual. In case cultural values encourages traits like honesty and integrity, which individual is more likely to flow the ethical decision making tactics when compared with person whose cultural values does not stress the importance of the traits. When people tend to work closely in-group, they take on more on the core values of the group (Research news, 1999).

- Position in Hierarchy: Ranks are hard to be acquired, as they are gained from maternal dominance. Offspring's generally acquires the status of dominance. Based on the ranks of mother, the higher we rank the mother's opinion, the higher the offspring's rank gets (Blenko et al., 2010). For instance, an organization, which is struggling to innovate, might try to gather inputs that are more creative and ends up getting to many people, which are involved, thereby slowing the paces of decision-making (Blenko et al., 2010).

- Some management ideas have military origins Strategic management: Management ideas of following schedule and being on time are related with the acts of military people. It will not be wrong to say that management is a word, which more suits army personnel as they follow every bit of management.

2.5 Different traits in Civil- Military Decision Making

Members of the military are conditioned for operating quite differently than the civil people and such traits that helps in developing competitive advantage and role of approach in the search of job and also if we all are aware of them. We mainly require highlighting such traits in the interviews. Some of the common traits for mentioning are (Etzioni, 2013):

- Dependability: This is the main characteristics that are drilled in at the time of source of entry (Kårtveit & Jumbert, 2014). When all enters into discussion we are expected to go through a way that shall lead us towards the end, no matter whether the choice is critical or simple (Kårtveit & Jumbert, 2014). We are mainly trained to figure out the essential inputs and to look forward for guidance from the senior persons with whom once we have mainly exhausted all of the resources and require their expertise for completing the task (Gale, 2008).

- Integrity: It is quite a big deal to lie in military. People who does not belong to military does not feel the consequences of being untruthful, so for them such small lies are harmless, but on the other side for the military people, the situation is opposite. (Air University, 2016).

- Decision Making: Personnel of military are mainly conditioned for the purpose of making the decisions in quick manner. To make a decision in a period of two minutes, we are mainly taught regarding the experiences and institutions (Kårtveit & Jumbert, 2014)

- Looking out for others: We all feel like uplifting the issues in the chains, as we cannot afford for the social chains for getting broken (Feaver & Kohn, 2001). People are all related with the accomplishments of the mission and objectives and understanding that it can be done alone, as well. In case the colleagues are not that good then there are chances of negative reflection on the members of the military, and we also want to go an extra mile for helping people in filling the gaps as we all feel that the members of team are weak (Desch, 1998).

- Initiatives: People now days are conditioned for the purpose of looking for additional tasking, which goes beyond completing the tasks with great hustle and less guidance from the seniors of the working place (Desch, 1998)

- Tenacity: A person can face complex problems in the time. People working in military also love a goof up challenge which is more critical and challenging then the better one. Though the challenges are relative to as many of the mission, it requires various kind of mindset and sets of skills than the counter parts of civilians (Kårtveit & Jumbert, 2014). Whatever civilians can do in four months, can be done in four days by the members of military (Feaver & Kohn, 2001)

- Grooming of the members of the military is very important for the purpose of developing professionalism (Feaver & Kohn, 2001). As per the research study, (Chao et al., 2009) people maintain an eye contact while talking to others. Walking in with great postures, remaining aware of the surroundings and greeting others in passing (Feaver & Kohn, 2001).

- Adaptability: Many of the military members move every two to four years, depending on the ranks and the desire for up warding the mobility. We are all well-travelled and exposed to various cultures. Many of the civilians do not have to move as often or face the

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uncertainty about the country in which they will reside within a given notice. Many a times, the members of military are nervous regarding the separation from the military as one does not know how skills and value converts in the civilian sectors. Such traits can be lost upon us as they are common in lives and circles, but they are not that common in others (Rutherford, 2014). Nowadays military personnel's feel increasingly lineated from their country and are becoming conservative and active in politics, than ever before (RICKS, 1997).

The decisions of military are related with the operations and the methodologies for executing the operations (Chao et al., 2009). The decisions are mainly taken within a set context. Through these kinds of decisions, the commanders mainly translate the vision into actions. Consumption of fuel, rate of movement and the issues related are mainly tackled with such decisions (Chao et al., 2009). These kinds of decisions need more aspects to be related to and are concerned, in comparison to routine decisions and also affect the country and areas. Such kind of decisions acts as tools for the commanders and staff for planning and estimating the things, which are related with war and security. The analytical approach is needed for taking such type of decisions and steps (Air University, 2016).

There are many kinds of cases wherein the decisions of the civilians dominate over the decisions of military even in legal matters. Utilizing the decisions of military process, can be a great aspect for translating the military decision making process to civilian organizations (Chao et al., 2009). This leads towards improvement in the processes. The terms related with center of gravity, operations and spacing of battle, can be combined in the health care sector and marketing sector (The MD Harris Institute, 2013). This kind of military context offer new ways for decision making to the civilians and can also be utilized as a guide (The MD Harris Institute, 2013). Through the

control of civilians, the political leadership as civilians has the responsibility of the strategic decision making over the officers of military. In military atmosphere, the decision-making and the discussions faces a lot of issues and challenges.

Another issue is the type of the decisions that civilians make which is quite different from the decisions of military. The approach which they follow is also different as well as the purpose and basis are different, as well. There are varied discussions which takes place in the medical services that comprises of varied aspects of involving the patients. The issue here is that the patients might not be able to feel to cooperate every time and also suggest changes because of the mental and physical states (Feaver & Kohn, 2001). Apart from all this, there are varied challenges of ethics. This is such a big challenging task of physicians to keep them updated. Such type and forms of decisions to be taken for dealing with the situation and context are also areas of issues to be studied. Because of the civilian control of the military, the main strategic decisions are influenced by the political influences (Feaver & Kohn, 2001).

2.6 Changes in the Military

So far, the most essential changes, which have taken place in the past years in the military, are related with the terminations of draft in the year 1973 (RICKS, 1997). Even after a long time since then, consequences are getting quite unfold. People are termed as volunteers for doing active duties (Huntington, 1957). There are huge implications regarding the members of the military who operates and how these kinds of matters, relate with the society members. In contrast to this, drawdown of the cold war is being met with the strict resistance by the soldiers mainly. This is mainly because of the volunteers in military and many of them who are still fighting for staying in this (Kohn, 1997).

The strong safety net of society might not sustain for a long time without much help of the policies of defense in the agreements that are issued by defense budget which loomed in the late 90s (Kohn, 1997). On the other side, the infrastructure of military in social terms mainly comes under the attacks by the congress (Kohn, 1997). The members of the military are mainly the vulnerable members of the services in terms of personnel and them all face dilemmas for the addressing of the cuts (Janjua, 2010). The net of social safety mainly appears to be very important for the purpose of shielding support to the people of military with the higher kind of tempos. However, for the purpose of analyzing the funds for the maintenance of the social net, the people in armed forces are required to be needed for taking cuts in the areas that are mainly considered as tolerable (Kohn, 1997). In either ways, curtailment of the support for the people is about the resentments in the military or for post drafting professionalism (Kårtveit & Jumbert, 2014)

A former member of the Air Force who is currently teaching in University shared that the officers of military has changed a lot since the time of cold war, in the ways that are acted and felt. Such researchers have mainly discussed regarding the military people being quite different from society (Burk, 2002). Military members mainly consider themselves as quite different in terms of morality and cultural. The movement towards privatization and the depot structure of military to maintain the aircrafts, and other defense gears, helps in contributing towards the social and political isolation of the military people. The trends of isolating are occurring through the broader cultural changes in the military. It is known that culture of military has always had conservative streak, as they had elements of the anti-authoritarianism (Kohn, 1997).

Former Officer, who used to teach at the West Point in the early of the 90s, surveyed the students regarding the knowledge of politics. This assessment needed sixty respondents (Gale, 2008). In the critical sections, the researcher reported that respondents labeled them as republicans but none

of them, labeled themselves as independent, instead chose the traditional courses related with the adoptions of label which is not political (Janjua, 2010). Later, officers mainly appear to not be just main conservative than the ones in the past but also quite active in the politics, about how it determines regarding them and how they all vote (Gale, 2008).

These kind of changes are quite striking just because in the past the military members have avoided the political involvement.

Such kind of agreement in the previous years has become fragmented and individualistic and also less disciplined regarding the institutions like the church and family (Kårtveit & Jumbert, 2014). This kind of split is very deep because of the fact that military members have mainly addressed in the two plagues related to society and racial tensions. On the other side, society of civilian is not of that type (Gale, 2008).

Control of civilian is having significance today. Throughout the post-communist world. The societies nowadays are struggling to build democratic institutions. Political treaties nowadays have declared control of civilian as a prerequisite for membership. Control by the civilians offers two challenges (Feaver & Kohn, 2001). For the mature democracies, wherein the civilian control has historically been very strong and establishment of military focuses on external defense, the test is regarding whether the civilians can mainly exercise supremacy in the policy of military and decision making which is, framing the options and defining the discussions, as well as making the final choices. In cases where the military enjoys higher prestige, possesses advanced levels of bureaucratic skills, mainly believes that the ability for fulfilling the mission may be at quite a big risk, or comes to doubt the leadership of civilians (Feaver & Kohn, 2001).

Many of the studies have researches on the soldier's decision-making and comparing them with the civilians. Warner and co-authors (Warner & Pleeter, 2001) have also studied regarding the

choices in respect of the plans of the retirement of the military members. These kinds of soldiers are heterogenic in the terms of their ages and earnings and they mainly choose army as their main profession. In the current article shared by (Haerem et al., 2010), they made a comparison between the decision makers of the military members with the students of business. It was determined by the researcher in the study that the military members adopts higher self-efficacy levels that mainly correlates with the risk seeking behaviors (Warner & Pleeter, 2001). Probable explanations for the discounted rates of the studies of the military people who have higher levels of perceived risks in the services, which are mandatory (Haerem et al., 2010).

As per the study done by Dar and Kamahi (Dar & Kimhi, 2001), the youth nowadays requires to direct the resources which are personal, for the purpose of adjusting the rigid services and also needs to comply with the commands (Haerem et al., 2010). They are needed for living to extend the periods in the institutions, which offers about the needs and also limits the privacy of the choices of the person's individualities (Haerem et al., 2010)

The result of this study is quite interesting before taking the accounts of the aversions of the risks for the groups of the military people. These results are mainly low in which the student's group considers the risk aversions of the groups of the military people that are quite low and the studies of the group are consistent with the studies of the authors (Haerem et al., 2010).

In this particular research study, it can be assured that the institutional risks and the uncertainty levels can change the way in which people look after the future levels (Chao et al., 2009). Chaos and his co-authors (Chao et al., 2009) have determined that the uncertainty levels in respect to the future, causes diseases which affects the time preferences of the people (Chao et al., 2009). Therefore, the researchers who have analyzed about the uncertainty of the decision maker take into consideration, the perceived risk for different kinds of situations in the life (Chao et al., 2009).

Collection of the data in respect to the different kinds of situations is not that easy, as researcher's faces mortality risks (Chao et al., 2009)

The relevant changes which are needed for involving the military members as the secondary ones (Feaver, 1996). The facts concern regarding the isolations of the forms of professionalism from the society. Ignorance related with the military is something that we consider as manifestation of the bigger issues. We are currently living in the era in which President send his or her child to private schools and all eyebrows gets raised (Etzioni, 2013). The issue with the military members is not that unlikely that faces the parts of the former unions (Etzioni, 2013). Considering the depredations of the autonomous military in the states and mini states on the eastern bloc. Countries would do well to take such kind of advice (Huntington, 1957). Considering the things at the current time, the leaders of the countries are doing well in the names of immunity causes and the mandate of people. One may start considering the regime of military as one of the best option than the civilian rule (Huntington, 1957).

2.7 Joint Military-Civilian projects

Until recent times, there have not been much coordinated interagency responses for post conflict stabilities and reconstruction efforts. The ongoing military operations in Afghanistan and Iraq, are concurrently conducting the stabilization and reconstruction activities. These projects have highlighted the necessity for unifying and coordinating the elements of the national power for achieving success. The recent issuance of the NSPD, acknowledges the importance of the interagency efforts of the stability and reconstruction operations at the level of strategies through the formations of the national Security Council for reconstruction and stabilization. On the operational level, it can be said that it offers structured approaches and responses for the operations by designating the secretary of the states as the leader of integrity and coordinator for the efforts

of military and civil projects. There are new policies in which military's role in the operations is equated for combating operations and stressing the vital roles of the interagency. These new strategies and operational emphasis on the interagency operations is quite admirable, but it will take considerable time and resources and also cultural shift throughout the services before it comes to seamless methods of conducting the business (Bryan, 2006).

2.7 Conclusion

Some of the major conclusions that can be extracted from the above analysis are: The relationship between military members and civilian members are the products of the country's socio-political history and the self-image of the ideologies of the military people. The critical relationships of civil military give rise to various issues. In a liberal democracy like Bahrain, with a moderate to high-risk threat environment, strong political institutions and professional military, the issues of undue interference from civilians might result in sub optimal military effectiveness. A major peak political oversight contrarily raises the specter of disproportionate recourse to the usage of the military instruments in pursuit of political objectives (Schaffer, 2000).

The complexity security threats of this particular era with ideological driven insurgencies and terrorism call for employment of political and military instruments in tandem. The notion of the objective control is therefore dated when viewed in the context of present security milieu. The main agent interaction between the civilians and the military calls for non-intrusive but rather effective calling overnight of the military instruments. The present security threats mainly calls for a form of modified subjective control related with the military by the civilian institutions with balanced infusion of national security decision-making (Janjua, 2010).

In democracies like Bahrain (Janjua, 2010), that is best with existential security threats, the strengths of the political institutions and the abilities of the societies for absorbing the professionals

in economic mainstreams on regular basis acts as insurance against the direct military interventions. The ideological fervor of the military cohort suitably burnished by implacable waves of internal and external threats results in disproportionate military influences in defense and foreign policies, which continues to exact the heavy diplomatic costing. In (Gaub, 2016) unstable democracies with checkered record of the military interventions like Bahrain, the military develops a praetorian memory and corporate interest, which leads to professional hybrid, the influence of which could only wane through the combination of various factors. Such factors include attenuated threat environment, an assertive civil society, narrowing of the ideological gaps in between the military and the societies. There is need for assurance in the case of democracies of the liberties and wide fusion of the civilians in between the military officers and civilians (Kårtveit & Jumbert, 2014) for having balanced representation of both in the national security decision-making processes (Feaver, 1996). While accomplishing the above discussion, care should be taken, however, to eschew the propensity of the intrusive monitoring induced because of the technological advancements in command.

The stable and high threat environment, democracies like Bahrain needs to develop the civilian institutions further for enabling them to make a better usage of diplomacy compromises while seeking solutions for national security issues of intractable nature. The strength of the government and the cabinet needs to enhance very significantly, for exercising the desired level of influence over the military for the attainment of the needed balance in the national decision-making process (Desch, 1998). The unstable and emerging democracies as if the Bahrain beset with higher threat environment requires developing strong political and civilian institutions, which are led by capable political leadership for minimizing the reasons, which attracts the military coups. An independent media and assertive civil society requires to be promoted as a societal bulwark to interventionist

of praetorian military. The negative aspects of the military corporate exclusivist also requires to be countered through system which integrates the members of the armed forces in the national mainstreams of business and government services like the Bahrain military (AU, 2012).

In all the societies and politics, the narrowing of the perceptual gap needs to be attempted. The perceptual gapping can be narrowed down by windowing down the carapace of the ideological isolationism with which the military surround themselves for preserving the warrior culture against the assault of the enervating forces of the political liberalism (Huntington, 1957). This can be attempted by the regular interactions between the civilians and the military people in the professional development and educational development processes. Nearly in all the countries in higher threats environment countries, the main balanced ethical representation of the armed forces is also rigueur. The expertise gap between the civilians and the military can be mainly minimized through higher civilian involvements in defense and security matters (Huntington, 1957).

Chapter 3: Theoretical/Conceptual Framework

3.1 Introduction

In formulation of most of the policies, both at domestic and international level, role-taking plays a central part. While talking about the decision -making process with respect to Joint Military-Civilian projects, the concepts enumerated in 'role theory' can be applied in order to understand the factors which are responsible for any difference in decisions made by the military personnel and civilians, if any. Furthermore, role theory will help in uncovering various factors that influence decision –making process at both levels.

In the below sections, role theory and its types are detailed. In addition to this, various variables that affect decision- making in Joint Military-Civilian projects are also explained.

3.2 Concept of Role Theory

The Role Theory fundamentally includes organizing social behavior at various levels ranging from individual level to the collective level. Behavior of individuals with the social perspective is organized and clearly defined. Responsibilities with respect to work in the organizations are formulated as roles, and such roles determine the level of participation of an individual. Thus, it can be said that for understanding the relationship between various levels of society, i.e. micro, intermediate and macro levels, role theory plays a significant role. It is essential to understand that at both the levels, role can be termed as a cluster of different attitudes and behaviors which are perceived to belong together. When an individual performs the role perfectly, he is said to be performing consistently and failing to do so will be regarded as performing inconsistently (Turner, 2001).

At the collective levels, role theories are usually termed as structural theories. The term role can be said to be a dynamic characteristic of status, which contends that a role is attached to each and

every societal status and that each and every role that is required to be performed is connected with a status. While the term status is referred to as a compilation of certain rights and duties, the eventual use of the term has been fundamentally related to view status as a position and, the term role is seen as expected collection of rights and duties. Thus, the fact underlying the role theory is that the role players derive direction from a set of expectations. Such expectations are usually either experienced from sources which are external or internationalized or both (Turner, 2001). Different definitions of role theory are given by different authors (Beres, 2011).

As per Wilson (2005 as cited in Beres, 2011), *"the term role theory points to the expansive and variegated body of analyses examining the linkages between the social organization, culture and performances that humans give while engaged in interaction"*.

The term role theory has been in existence since centuries but has begun to be used extensively since the 1920's and 1930's. Significance of this theory has come to the forefront since the authors such as Jacob L. Moreno, Linton, George Herbert Mead and Talcott Parsons developed some theoretical frameworks which are still used to study sociological discourse. The definitions which are enumerated above are quite complicated. Hence, in simple terms, role theory can be defined as a perspective that is related to social psychology and sociology which believes that most of the activities that are carried on in day to day lives are performed under socially defined categories. Social role means a collection of norms, behavior, duties, expectations and rights which an individual is likely to perform and face. As per the model of role theory, it can be observed that an individual behaves in a predictable manner and the behavior displayed by an individual is specific to the situations such as the position he holds in the society and various other factors (Sesen, 2015). A substantial amount of debate has been undertaken to clarify the meaning of the term 'role', in relation to the Role Theory. As per Sesen (2015), "*a role can be defined as a social position,*

behavior associated with a social position, or a typical behavior". Many theorists believe that roles can be said to be the expectations regarding the manner in which an individual is expected to behave in a particular event or situation. While the other theorists believe that 'role' basically means the manner in which an individual in reality behaves with respect to the social position he holds. There are some other theorists who have stated that role fundamentally means a characteristic or expected behavior, a script framed for undertaking social conduct or a role to be demonstrated (Sesen, 2015).

The individuals while living their lives are required to perform many different roles at different times or sometimes diverse roles at the same point of time under varied social events or situations. The role theory is perceived by many role theorists as a convincing theory which helps in bridging the gap between social structure and behavior of individuals. The roles which have been specified by the social structure and partly by social interactions provide a direction to the behavior projected by an individual. On the other hand, an individual has the capability to have an impact on expectations, behaviors and norms which are connected with the roles they have been assigned by social structures. As per the functionalist approach, a role is perceived to be a collection of expectations which are placed by the society and the community on the individual. An unspoken agreement has been put in place and on the basis of that, certain behaviors are considered as appropriate while certain others are considered as inappropriate. Interactionist definition of role, on the other hand, defines it as something which is not fixed or listed, but still, it is regularly discussed among the individuals (Biddle, 1979).

In fact, role theory is prophetic. From this statement, it can be inferred that if any person is in possession of certain information related to the role expectations regarding a specified position, a significant part of the attitude and behavior of the individuals who are holding the said position

can easily be envisaged. In addition to this, role theory also contends that for changing behavior of an individual, it is essential to alter roles. Reason behind this statement is that roles correspond to attitude and behavior and vice versa. Moreover, in addition to influencing behavior of the individuals, roles distributed also affect attitudes and viewpoints. In order to fulfill the roles allocated, the individuals tend to modify their beliefs and behavior (Biddle, 1979).

3.3 Application of Role Theory in Military/Civilian Decision Making Process

Usually, the relations between the Civilians and Military personnel are studied from one of the earliest theories stated by (Huntington, 1957). In that particular theory, *"the civil-military problematique"* has been tackled. Through that particular theory, the challenge of making the army militarily effective, while keeping the same under control of the civilian leaders has been addressed. While the challenge is being addressed by this theory, the concept of 'objective civilian control' has also been introduced by Huntington. It involves an arrangement through which authorities of civilian leaders grant certain amount of autonomy in the military affairs of the kingdom. Reason behind giving this autonomy is that professionalism in military will enhance, which in turn will result in development of an army which is strong and robust. Furthermore, the civilian leaders will also be able to get an army which is politically neutral and such an army voluntarily subordinate to control by the civilian leaders. As per (Kårtveit & Jumbert, 2014), the theory proposed by Hunting tons is based on a casual model, which states that "*the recognition of autonomy within the military sphere encourages greater professionalism, which leads to political neutrality and voluntary subordination, thereby securing civilian control of the military*". As per Huntington, professionalism in military can be achieved only when the military offers its subordination to the civilian leaders holding authoritative positions. According to him, a military cannot be said to be professional until it obeys civilian leaders (Kårtveit & Jumbert, 2014).

However, the views presented by Morris Janowitz (1960) offer a different perspective from Huntington's theory. He strongly opposed the perception of politicized military proposed by Huntington. (Janowitz, 1960), proposed a more socialist perspective of professionalism based on moral worth and professional self-esteem. Under certain conditions, professionalism of military makes it less responsive to civilian leaders. Furthermore, he also contended that it is hard to avoid military politicization and it is unsustainable to attain a neat division between civilian leaders and military of the kingdom. He strongly condemned the view presented by Huntington and suggested that the activities performed by the military must be kept in check with the help of civilian oversight at various distinguishing levels of affairs of the military (Kårtveit & Jumbert, 2014).

Both the above mention authors, i.e. Huntington and Janowitz, primarily focused upon the relationship between civilians and military personnel in the United States and that too during the 1960's to 1970's. However, in the newly independent states in the Third World also started to witness growing scholarly concern with respect to the role played by military (Kårtveit & Jumbert, 2014).

The above mentioned information presents a view of the importance of managing the relationship between civilian leaders and military personnel. However, another essential factor that determines the relationship apart from social and political perspective is the decision- making process adopted by both the parties. It is often argued that the thought process of making certain types of decisions differs from civilians to military personnel. The view point of military personnel and civilians are quite different. Thus, it can be said that while managing a nation both politics and military must be kept separately and military activities must not get influenced by any sort of political upheaval going on in the country.

As suggested by role theory, each individual is required to perform tasks which are allocated to him by the society he lives in. Similarly, the military personnel and civilian leaders have also been allocated tasks with respect to the roles they ought to perform. Military personnel have the primary responsibility to protect the nation from any external as well as internal upheaval while on the other hand, the civilian leaders are required to take care of the social and economical needs of the citizens of their country. However, since both of them play an important role in achieving the well- being of the country, some situations might arise wherein both of them have to work jointly despite their role differences. As per (Kårtveit & Jumbert, 2014), "*political leaders in the Middle East have implemented military professionalization while seeking to guard themselves against military coups*".

It can be argued that the decisions taken by the military personnel and civilian leaders might differ on certain demographic factors which are detailed in the next section.

3.4 Determinants of Decision Making

The decisions taken by people are likely to be different based on various demographic factors such as age, gender, religion, project role, hierarchical position, role intelligence, culture and strategic management ideas. These demographic factors and its impact on decision- making of civilians and military personnel are as under:

Age

Decisions are considered as an inseparable part of life. At every stage of life, all the individuals, organizations and nations are required to take certain decisions which are either beneficial to themselves or the people at large. However, the impact of the decisions and their significance might increase with age. Older adults are required to take some important decisions regarding retirement choice while the younger adults are required to make decisions such as career choice.

Therefore, it is essential to understand the impact of age on decision -making process. As per the study conducted by (Worthy et al., 2011), there is a difference in decision- making between the younger adults and older adults. Both the participants were given different choices to make under the same situation. The outcomes reveal that both the participants chose different options under same situation. The outcomes of the study conducted by (Lizárraga et al., 2007), also shared the same views as above. They also suggested that age is one of the most important determinants that affect decision- making process.

Thus, hypotheses of the research as under:

Hypothesis 1: Age has an impact on decision- making process

Gender

Gender also plays an important role in decision- making process. As per the research conducted by (Lizárraga et al., 2007), decisions made by men and women are different as their perspectives of looking at a matter are different. As per his study, women think emotionally while taking any decision. On the contrary, male population focuses more on practical analysis of any situation. Thus, hypothesis of the research as under:

Hypothesis 2: Gender has an impact on decision- making process

Religion

One of the most essential determinants of decision- making process is religion of the person taking such decisions. As per the study conducted by (Fernando, 2005), it has been suggested that a significant role is played by religion in the decision- making process of Sri Lankan leaders. Thus, hypothesis of the research as under:

Hypothesis 3: Religion has an impact on decision -making process

Project Role

The project role has an impact on making better decisions. As per a report by (Smith et al., 2008), people who hold powerful positions are more equipped to take better decisions. These people have the capability to take all the complex decisions as well. Thus, in other words, the authors have suggested that the role handled by people has an impact on the decision- making process.

Thus, hypothesis of the research as under:

Hypothesis 4: Project Role has an impact on decision- making process

Culture

Usually, the people from different culture take different decisions. In fact, at times the decisions taken by people belonging to one culture might be considered as inappropriate under other culture. Thus, it is of utmost importance to understand the cultural orientation of a place and people while taking decisions. This enhances the manner in which people from different cultures interact. As per the views presented by (Noble et al., 2017), culture strongly influences the decision- making process.

Thus, hypotheses of the research as under:

Hypothesis 5: Culture has an impact on decision- making process

Strategic Intelligence Ideas

There are various reasons which require decision -making to be carried out based on strategic intelligence. In the present day society, trend of human intelligence is increasing. This human intelligence is having an impact on political, economic as well as social systems of a nation. Therefore, it has become essential that in order to take effective decisions, demand for strategic intelligence is increasing (Smedt, 2008).

Thus, hypothesis of the research as under:

Hypothesis 6: Strategic Intelligence has an impact on decision- making process

3.5 Model Based on Variables

Hypotheses testing are conducted in a research. The model on the basis of which a research is conducted and data is analyzed is as under:
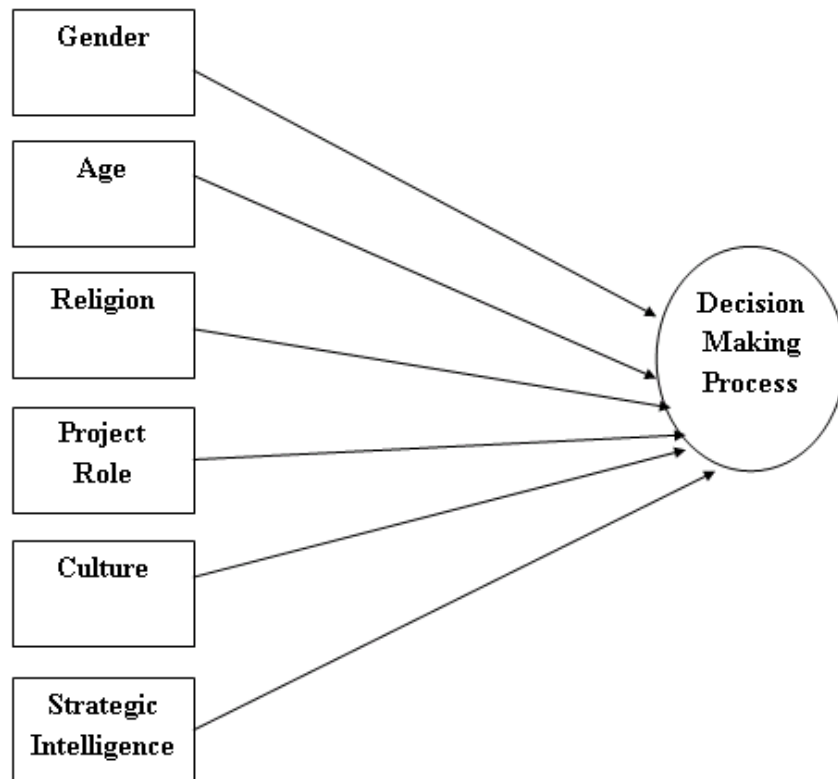
The research aims to find out the impact of all the above mentioned demographic variables on decision -making process of the civilian leaders and military personnel.

Chapter 4: Research Methodology

4.1 Introduction

This chapter discusses the research methodology of the study. This section includes the research design, research technique, data collection methods, population size, sample size, sampling techniques, data analysis tools, data presentation tools and pilot testing or pre-testing.

According to Kumar (2010) Research methodology is a part of the research study. Research methodology is a science that helps in determining that how a research can be carried out. It can be defined the logical and systematic way of searching information in a particular area. (Kumar, 2010). Research methodology is a science that helps in determining that how a research can be carried out. Essentially, it can be stated that the procedures by which the researchers explain, predict, and describe a phenomenon is known as a research methodology. In other words, research methodology can also be defined as the study of the methods that can be used for gaining knowledge. As per the Singh (2010) the major aim of the research methodology is to provide a work plan for the research (Singh, 2010). Research Methodology can be summarized as the systematic analysis of the principles and procedures that are related to a specific discipline. It involves the methods and the techniques that are used for collecting the data for a research. In this research, the collected data will be analyzed so that the findings, recommendations and conclusion can be made. This research has been conducted for the purpose of examining the influence of "role" in joint Military / Civilian decision making. Both military and civilians will be considered for this research study because this study is comparing the influence of role on decision making of the military personnel and civilian (Limat, 2016).

4.2 Research Design

Hair, Money, Samouel, & Page (2007) describes that research design provides the basic directions to carry out the project. It provides relevant information that most effectively and efficiently addresses the research questions or hypotheses. As per the Hair, there are three distinctive research designs: descriptive, exploratory, and casual. Under the exploratory research, design researcher uses his/ her own imagination and the ideas. No hypothesis is formed in this type of research. This research study falls under the descriptive research design because under this design a situation is studied and it covers the characteristics of people such as their age, gender, marital status, qualification, income etc. Descriptive research design is based on the use of the hypotheses. The descriptive data will also provide the information regarding the demographic variables of the military and civilian respondents. It will also provide the information of the factor that influenced the decision making of the military and civilian personnel (Hair et al., 2007).

4.3 Type of data

According to Castellan (2010), basically in every research to achieve the objectives of the study, it is necessary to gather information related to the questions of the study. On the basis of the gathered information or data the discussions and findings are made to conclude the results. There are various forms of information gathering that are categorized in two sections named: primary and secondary data (Castellan, 2010).

Secondary Data: The secondary data is defined as the data which is second- hand data or we can say which is already been deduced by some other researchers and presented in their studies. The secondary data can be collected from the previous studies, reports, journal articles, newspapers, magazines, and internet. Secondary research is also a widely used research method as sometimes it is used along and sometimes it is used in combination with the primary research. The logic

behind the secondary research is that there can be some researches that have been conducted earlier by someone on the same topic. Hence, it becomes easier for the researcher to conduct the research by obtaining information from the previous studies and researches which work as a base. The collected secondary data is presented in the form of literature review in the study (Degu & Yigzaw, 2006).

Here in this research study, the secondary data has been collected regarding the civil military relations, differences that exists in the civil world and military world, Civilian-military cultural gap, different traits in civil-military decisions making, demographic variables that influence the decisions, changes in military and joint civil military projects. Data has been gathered on these topics to understand how decision making behavior of the civilians and military personnel differ from each other. This data helps in developing the framework for collecting primary data. In this study, data has been collected from supported journal articles, research reports, websites, and previous studies.

Primary Data: Primary data is the first- hand factual data. The data is collected by the one who is conducting the research. Primary research includes original research. In order to collect the data, the researchers use the methods like interview, survey, observation, experiment, and focus group. The primary research aims at answering the specific issues and the questions associated with the role theory, demographic variables of both civilians and military personnel, decision making behavior of both civilians and military personnel. Here in this study, as the topic of the study is related to the people and their behavior that's why it is necessary to collect data from people especially in order to understand their demographic behavior about decision making. Primary data is collected in two forms: quantitative and qualitative form. The selection of the appropriate form is discussed below (Degu & Yigzaw, 2006).

4.4 Research Approach

According to Castellan (2010), there are diverse communities involved in research on various issues and these communities can be divided into two general categories of study: quantitative research and qualitative research (Castellan, 2010).

Siegle (2002) noted that each research approach functions with different assumptions and it is unfair to judge quantitative research from the qualitative research paradigm just as it is unfair to judge qualitative research by a quantitative research paradigm. Each approach should be judged by its own standards (Siegle, 2002).

Qualitative Research Approach

According to Castellan (2010), qualitative research is referred to as a set of interpretive practices where no single practice has privilege over any other. It is based on the observations, interviews and the modeling of the real world objects (Castellan, 2010). The observational and qualitative studies generally refer to the traditions that have based their research on the data that is qualitative in nature. It is based on the understanding & interpretation of social interactions. In this approach, the sample size is smaller and randomly selected. The form for data collection included the interviews, participant observations, field notes, & reflections. The data collected in this approach is analyzed through patterns, themes, and features. Researcher & their biases may be known to the participants in the study and participant characteristics may be known to the researcher. The results of this approach are less generalizable. Through this, the researcher can generate a new hypothesis and theory from the data collected (Castellan, 2010). According to Degu & Yigzaw (2006) this approach is best used for gaining an in depth knowledge of the problem, opinions and motivations. The major disadvantage of the qualitative approach is that this approach is highly time- consuming

and not suitable for large audience size such as all the military personnel of a country (Degu & Yigzaw, 2006).

Quantitative Research Approach

According to Singh (2010), a quantitative research approach is an experimental form of research. In this type of research approach, scientific methods are used. Quantitative research approach is best suitable to test the hypotheses. It looks at the cause & effect relationships and makes the predictions accordingly. This approach is best suitable when the size of the target audience is very large and it is not possible to collect in-depth data from all the respondents. In that situation, a small sample is selected based on the sampling techniques (Singh, 2010). The findings of the quantitative research are usually of the descriptive nature. Data collected in this approach is in the form of numbers and statistics. Quantitative strategies involved complex experiments with many variables and treatments. This research approach helps in studying the research variables in depth. In other words it can be said that researcher in this type of research is more objective about the results or findings of the research (Singh, 2010) One of the major disadvantages of this research approach is that the researcher does not study the research variables in a natural setting. Secondly, in this type of research, the researcher has to select a large sample size, as larger will be sample; more accurate will be the results (Rajasekar et al., 2013).

In this study, quantitative research approach is used because the study is related to measure the influence of the" role" of the military and civilian personnel in the decision making. The role involves the characteristics of the military and civilian personnel. To study the role characteristics, it is necessary to collect the data from a large audience and this can only be possible with the selection of the quantitative research approach. The data is usually in the statistical form and that too in a tabular way. The results and the findings of the issue or the problem will be conclusive in

nature. The outcome of the research will be used for recommending a final and last course of action. The various data collection methods under the quantitative research are various forms of surveys and interviews. These surveys include online surveys, mobile surveys, paper surveys etc. (Atlasti, 2015).

4.5 Population size

Population size is the total number of people who are eligible for the primary data collection in the study. As the study is related to the decision making behavior of the military and civilian personnel that's why the total population size for this study is the all military personnel of the Bahrain country and the civilian leaders of the Bahrain country. The total size of the primary data collection is huge and it is not possible to collect data from all the respondents. That's why it is feasible to select a small sample size for both military and civilian leaders with the help of suitable sampling technique which is explained below.

4.6 Sampling and sample size

According to Kumar (2010), sampling is the process of selecting a few from a large population in such a way that can represent the whole population. The few who are selected are called sample size for the study. The selection of the sample has a profound impact on the outcome of the study that's why it is important to choose a sample size in such a way that it can represent the whole population and in the final results it can be argued that the whole population share the same beliefs and opinions that are represented by the sample people (Kumar, 2010).

To choose a sample, sampling procedure is followed. Sampling procedure helps the researcher to choose a good sample. Basically, there are two types of sampling used by the researchers to select the sample named: probability sampling and non-probability sampling. According to Sharma (2012) under probability sampling all the people have the equal chance of selection in

the sample size while under the non-probability sampling people do not have the equal chance of selection rather the respondents are selected as per the convenience of the researcher and the respondents (Sharma, 2012)

Under this study, the convenient non-probability sampling is used for sample selection as this design helps the researcher to select those respondents who can accurately answer the questions about the role variables and their influence on the decision making. As this study is targeting both military and civilians for data collection hence, the sample size is 100 for each type of the respondent.

4.7 Mode of Primary Data Collection

Under the primary data collection, qualitative modes of data collection include in-depth interviews, observation, focus group etc. and the quantitative modes of data collection are a questionnaire, interviews, schedules, focus groups, observations, rating scales etc. For conducting a research study and collect data, it is necessary to select the mode of data collection. Basically, the mode of data collection depends on the size of the target audience and the type of study. This study is a quantitative based study due to the large population size of the target audience from whom the data will be collected. The selected mode of the quantitative data collection is explained below.

Questionnaire: As per Limat (2016) Questionnaire mode is the best suitable for the research studies where the sample size is very large and total time and budget allotted to the study is comparatively small. The questionnaire method involves a set of close ended questions. All the questions of the questionnaire have some options and respondents have to select only one option for each question. It hardly takes 5-10 minutes to answer all the questions. By means of this, data can be collected from large audiences. If the team of the research study members is small and it is not feasible to personally collect data from the individual, then questionnaire can be sent to the

respondents through email and they are asked to fill the questionnaire and sent back to the same. This mode is best suitable for researches with short budget and time. The data collected from the questionnaire can be quantified easily for the analysis and it takes very little time to deduce result from the numeric data analysis (Limat, 2016).

The quantitative study method is most suitable for this study for data collection from the civilian and military personnel because the total population size of the civilian and military respondents is very large that's why a small sample size has been selected. Paper pen mode will be used to collect the responses. All the questions in the questionnaire will be close-ended. On the basis of the responses to the questionnaire, the hypothesis testing will be performed with the help of the suitable data analysis tool that has been explained below.

4.8 Data Analysis Tools

After the collection of the data, it is analyzed with the help of statistical tools to test the hypothesis and compare the level of relationship between the variables of the study. On the basis of the analysis of the data, the final results are discussed and concluded. There are various methods of data analysis such as correlation, regression, T-testing, ANOVA, etc.

This study is based on the comparison of the decision making of the military personnel and civilian personnel on the basis of their demographic variables. Uyanık & Guler (2013) stated that for the comparison of the behavior of the two groups the best suitable tool is the T-testing tool. The two-paired samples mean t-Testing is the best suitable technique for studying the relationship between the independent and dependent variables as it compares the actual difference between the two variables in relation. T-testing investigates whether the alternate hypothesis is accepted or rejected. The data represented in the report will be in the form of pie charts and graphs (Uyanık & Guler, 2013).

4.9 Validity and Reliability

To check the validity of a research, a panel of experts has evaluated the questionnaire and the relevance of the survey with the proposed problem statement. On the basis of their remarks, the questionnaire has been reviewed to meet the aim of a research. A pilot study has also been conducted to check the validity and reliability of a research.

Chapter 5: Data Analysis

The research is conducted with an aim to identify the influence of "role" in joint Military / Civilian decision- making in Bahrain country. The research has tried to compare the various roles with the help of T-Testing and other analytical tools to analyze how they influence the decision- making behavior of the Military / Civilian personnel. A total of 6 factors are considered as role that may influence the decision -making behavior of the Military / Civilian personnel. These six factors are gender, age, culture, region, project and strategic alliance ideas. A total of 6 hypotheses have been framed on the basis of the conceptual model of the study. For the prepared questionnaire, data were collected from the 100 respondents from the Military / Civilian personnel each. In this section, data analysis is performed with the help of the technical tools. The data which are collected through the survey is changed to the numeric form and saved in the excel sheet. Responses for all the respondents are aligned on question basis in a row form. Here, in this sections hypothesis testing is performed with the help of the T-testing tool and ANOVA in the MS excel. On the basis of T-testing tool and ANOVA, the comparison results between the variables of the study will be interpreted.

5.1 Survey Analysis

Q1. Gender
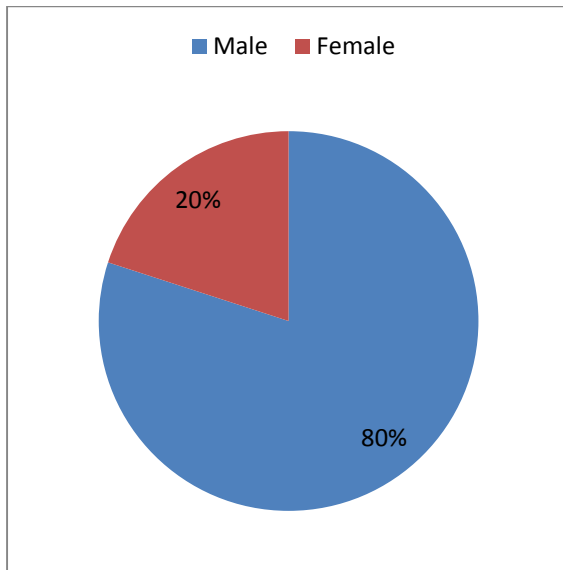
Figure 1: Military
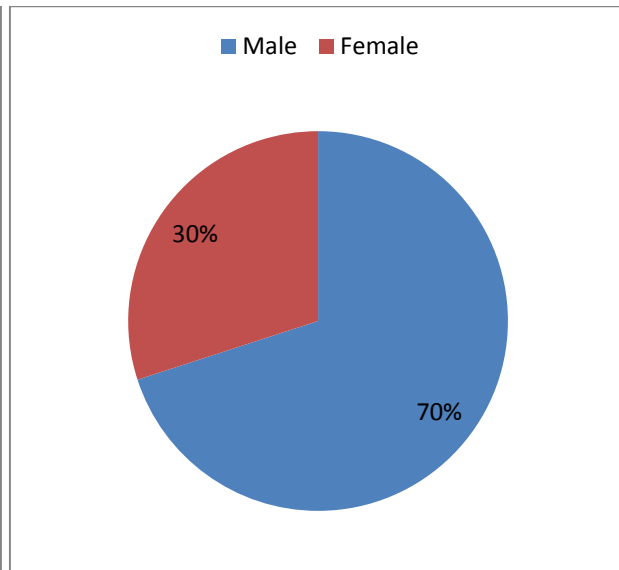
Figure 2: Civilian

Respondents: Data collected from both military and civilian persons included both males and females. As Bahrain is a male dominating country that's why the ratio of females is much lower as compared to the males in both the segments. In military segment 80% respondents were male and 20% were female and in the Civilian section, 70% respondents were male and 30% were female.
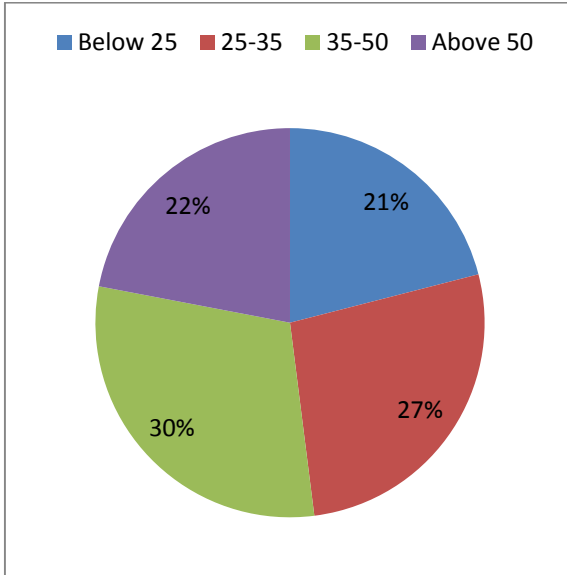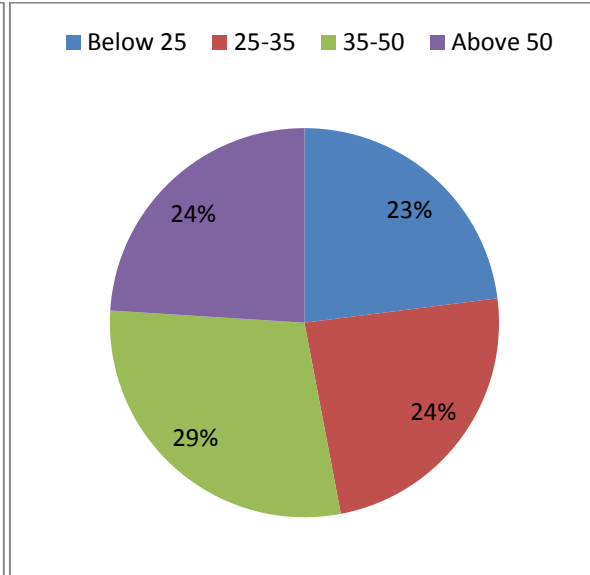
Q2. Age

Figure 3: Military   Figure 4: Civilian

Respondents: Out of total respondents more than 50% respondents were from the above 35 years and above 50 years age group in the military segment while less than 50% respondents were from the below 35 years age. In the civilian segment more than 50% respondents were from the above 35 years and above 50 years age group while less than 50% respondents were from the below 35 years age.
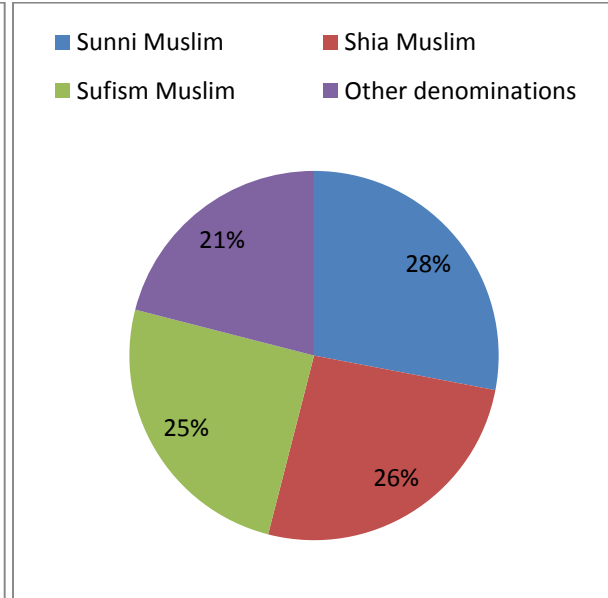
Q3. Religion
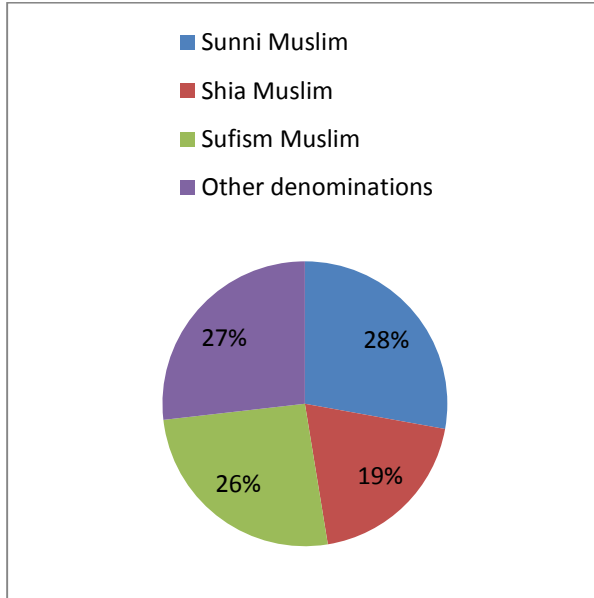
Respondents: Out of total respondents in the military segment, majority of the respondents belonged from the Sunni Muslim society or from the Sufism Muslim society. The share of t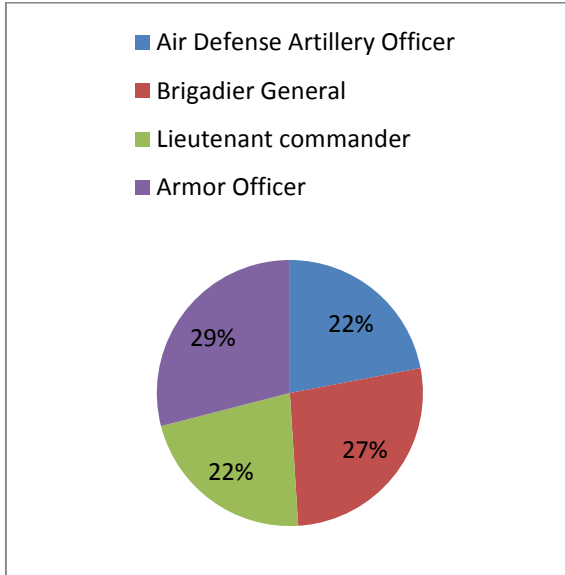he other denominations in the military segment was 27%. In Civilian segment, majority of the respondents belonged from the Sunni Muslim society or from the Shia Muslim society. The share of the other denominations in the military segment was 21%.

Q4. Project Role
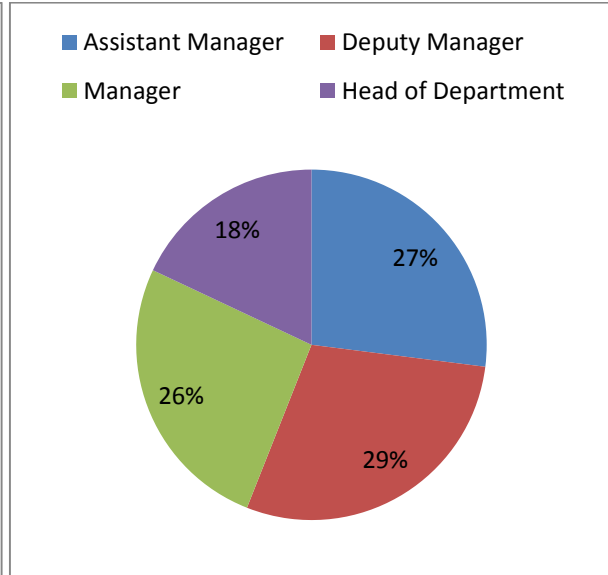
Respondent: Out of total respondents in the military segment, majority of the respondents were holding the position of Armor Officer while 27% of the respondents were Brigadier General. Further, in the civilian segment the major section i.e. 29% of the respondents were holding the position of the deputy manager followed by the Assistant managers whose share was 27% and the rest were the head of the department and the managers.

Q5. Culture
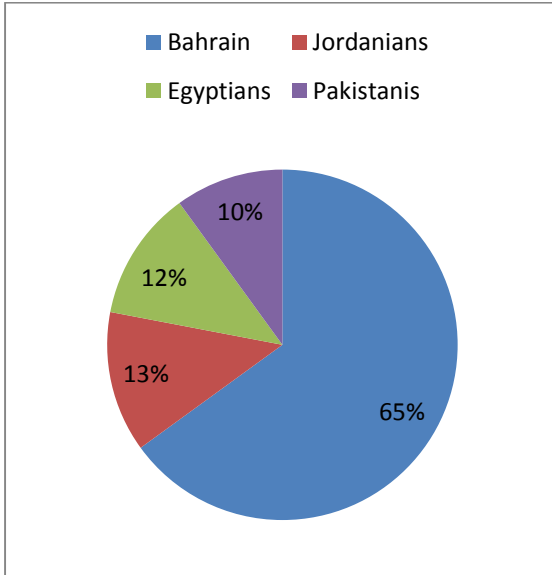
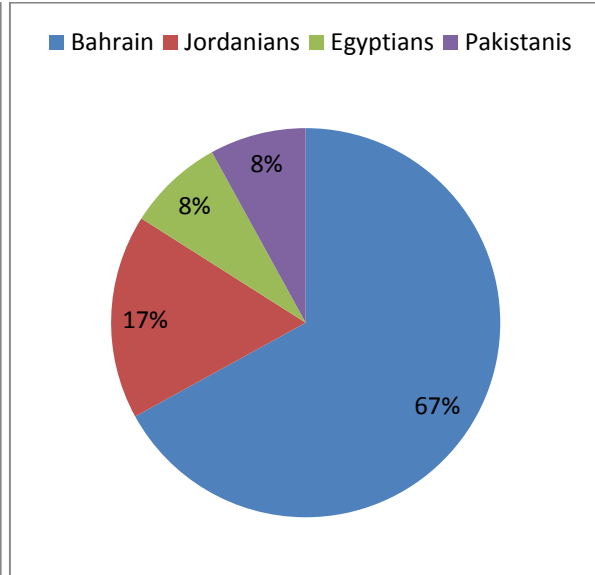Figure 9: Military   Figure 10: Civilian

Respondents: Out of total respondents, in the military segment, 65% of the respondents were local people while 13% were from Jordan, 12% were from Egypt and 10% were from Pakistan. In Civilian segment, 67% of the respondents were local people while 17% were from Jordan, 8% were from Egypt and the remaining 8% were from Pakistan.

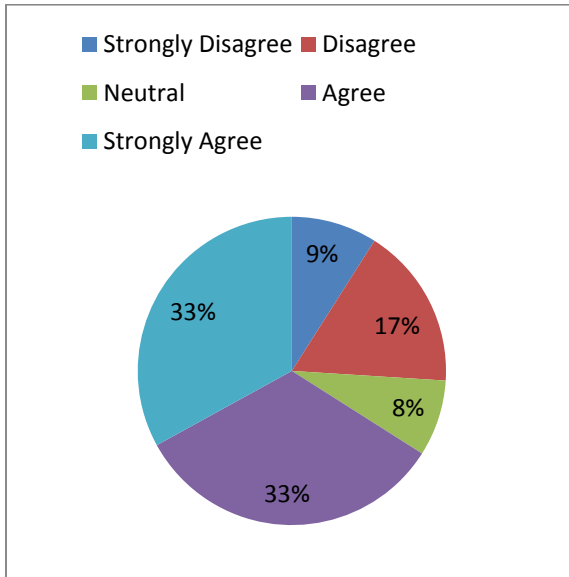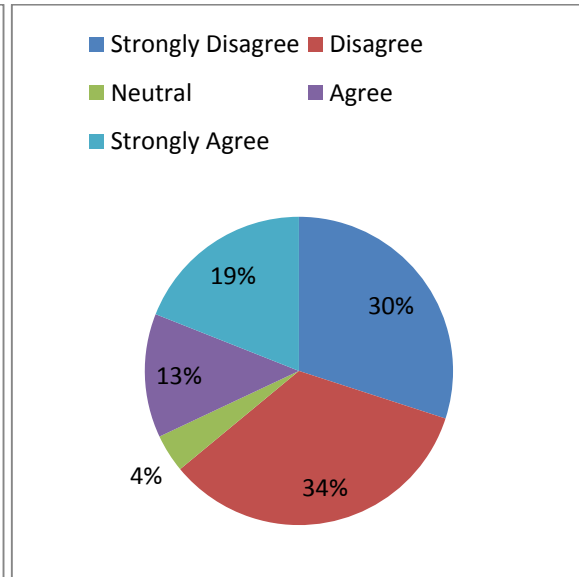**Q7. I rarely make important decisions without consulting other people**

Respondents: When respondents were asked whether they make important decisions without consulting other people, in response to this question, 66% of the respondents showed their approval to this question and stated that they consult with the other military superintendents in each and every situation because, this is the case of security and safety of whole nation. Further, in the civilian section 64% of the respondents showed their disapproval to this question and stated that they do not discuss to any other manager while taking decision for their team members. It means the level of autocracy is high in civilian society as compared to military society. Only 32% of the respondents stated that they consult with their team members and senior managers while taking any decision.

Q8. When I make a decision, it is more important for me to feel the decision is right than to have a rational reason for it.
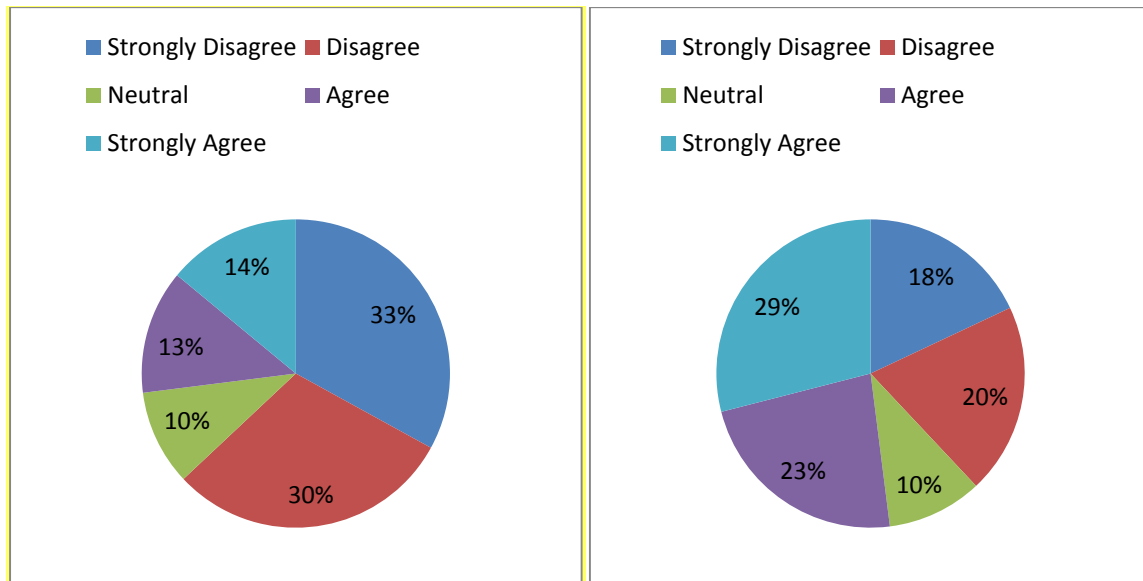
Figure 13: Military   Figure 14: Civilian

Respondents: Out of total respondents more than 60% of the military respondents stated that for them it is more important to have a rational for taking that particular decision than to feel it right because it is important for all not for one. Only 27% of the military respondents stated that for them the decision taken by them should be felt right along with having the rational for that. In civilian segment, more than 52% of the respondents stated that they only take a decision when they feel that it is the right decision for them and their team members. 38% of the respondents stated that for them it is more important to have a rational for taking that particular decision than to feel it right. 10% of the respondents from both the segment were neutral about this fact.

Q9. I double check my information sources to be sure I have the right facts before making decisions
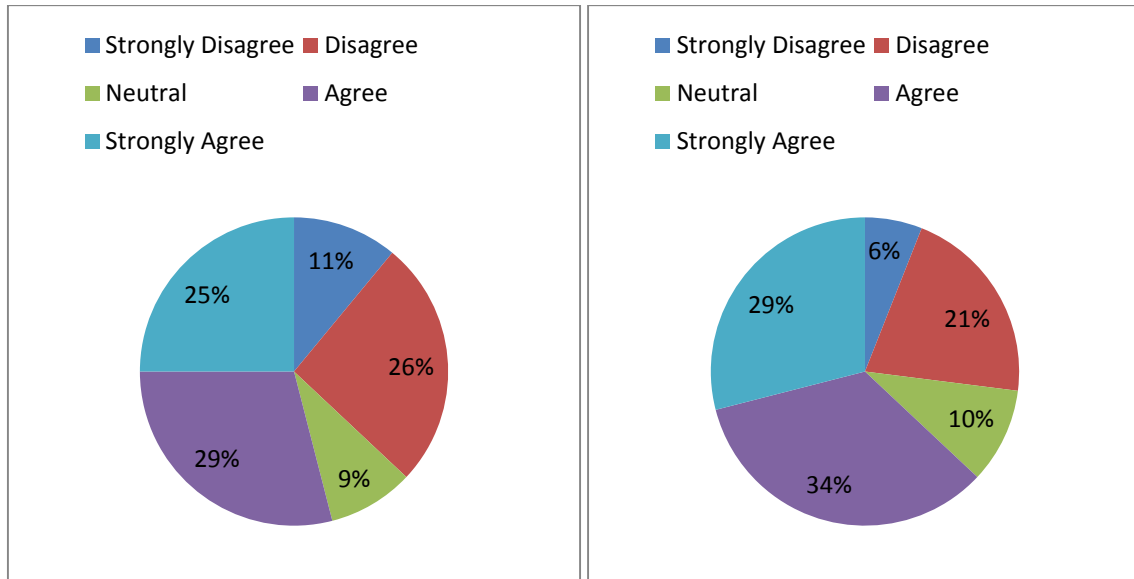
Figure 15: Military   Figure 16: Civilian

Respondents: Out of total respondents from the military segment more than 50% of the respondents agreed with the fact that they double check their information sources to be sure that they have the right facts before making decisions. 37% of the respondents stated that in some situation they have to make so quick decisions that they don't have time to double check the information and in case of double checking the information they may lose their target. Further, in the civilian segment, out of total respondents more than 60 percent of the respondents stated that they double check the information before making any important decision because they have enough time to check the information and reach to justified results. 27% of the civilian respondents stated that they do not double check the information because it takes a lot of time.

Q10. I make decisions in a logical and systematic way
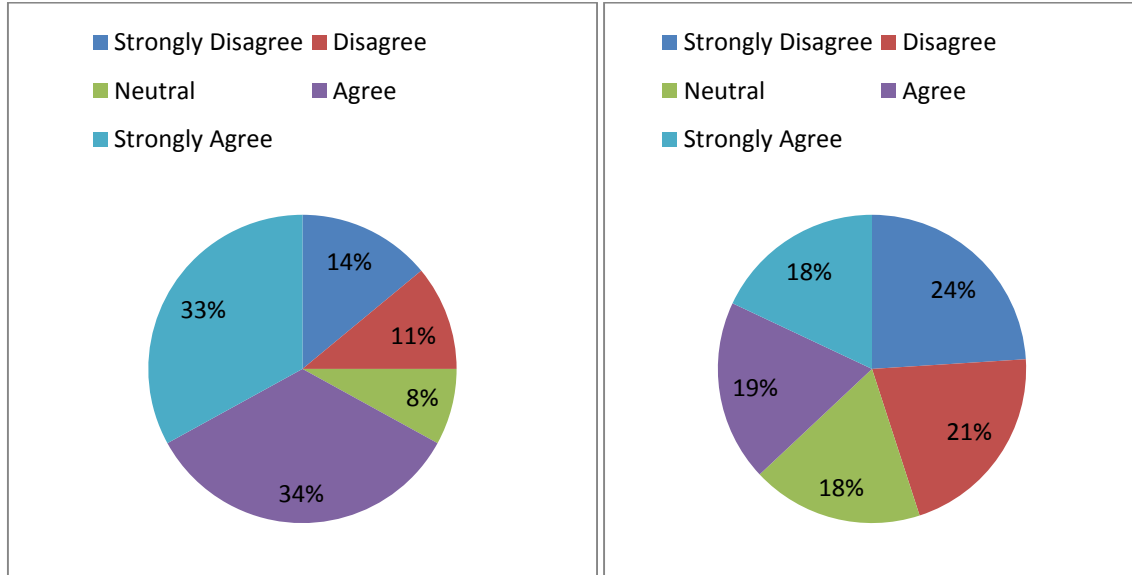
Respondents: Out of total respondents from the military segment, 2/3rd of the respondents stated that whenever they make decisions they take a logical and systematic way to achieve to a solution while 25% of the respondents stated that they do not take decisions in a logical way. Further, out of total civilian respondents 44% of them stated that they do not take decisions in a systematic and logical way while 37% of them stated that they make their decisions in a logical an systematic way. 18% of the respondents were neutral about this fact. They stated that it depends upon the situation whether they consider the logic while making any decisions. Out of the above analysis it is inferred that military respondents are more inclined to take their decisions in a logical and systematic way because they have to consider the situations in spite of going through the theory. In military exercises, decisions are based on the situations and every situation is different from each other and hence, it is recommended to apply logic in place of theory in making military decisions.

Q11. When making a decision, I consider various options in terms of a specified goal
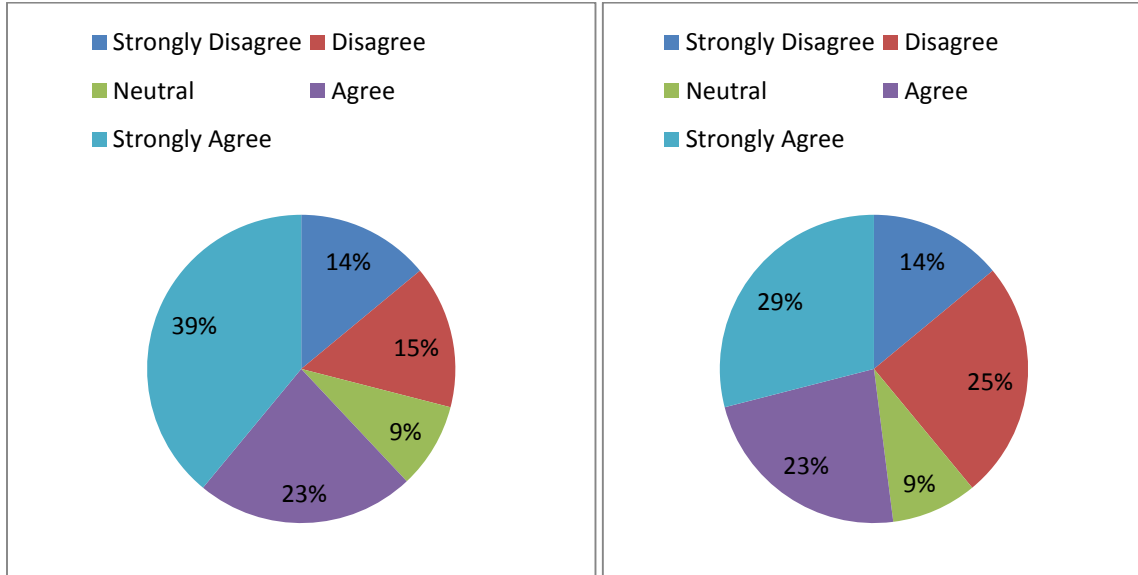
Respondents: Out of total respondents, more than 60 percent of the Military respondents stated that when they make any decisions they consider various options in terms of a specified goal because in the failure of one plan, they must have an alternate to plan to approach the condition accordingly. In military, every situation is seen from each and every perspective and 2-3 alternate plans are framed as per the situations and the response from the opponent. In terms of civilian segment, more than 50 percent of the respondents agreed with the fact that they consider various options while making a decision in terms of a specified goal while around 40% of the respondents stated that they do not consider various options while making a decision because they know that particular defined goal or task has already been achieved by applying the option and hence, they consider the same option and make the final decision.

Q12. I avoid making important decisions until the pressure is on
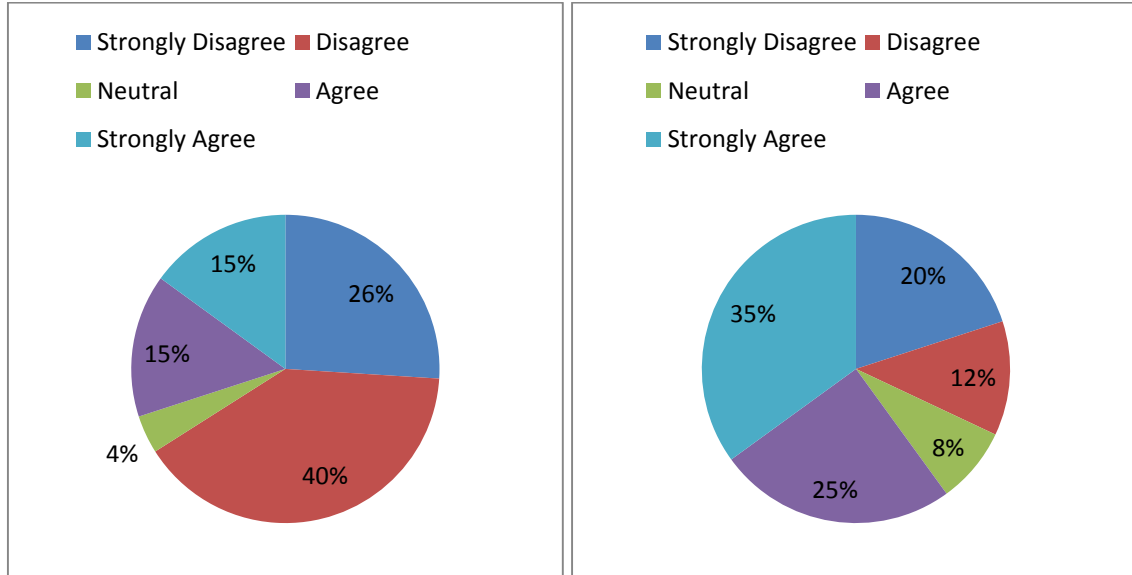
Respondents: Military respondents were asked about taking decision with pressure and without pressure, in response to this question, 66% of the military respondents stated that they make decisions despite of the fact that whether the pressure is on or not because they have the responsibility of ensuring safety of the normal civilian people and for which, they cannot wait to have the pressure from the senior officials. In some situations 30% of the respondents stated that pressure from the senior officials force them to take undesired decisions. Further, in the case of civilian segment, 60% of the respondents avoid taking any decisions until the pressure is on from the top management or from their managers. They take decisions or actions when their manager forces them to do otherwise they wait till the last deadline. 32% of the respondents stated that they are not concerned about the pressure and they take decisions as per their own schedule.

Q13. I postpone decision -making whenever possible
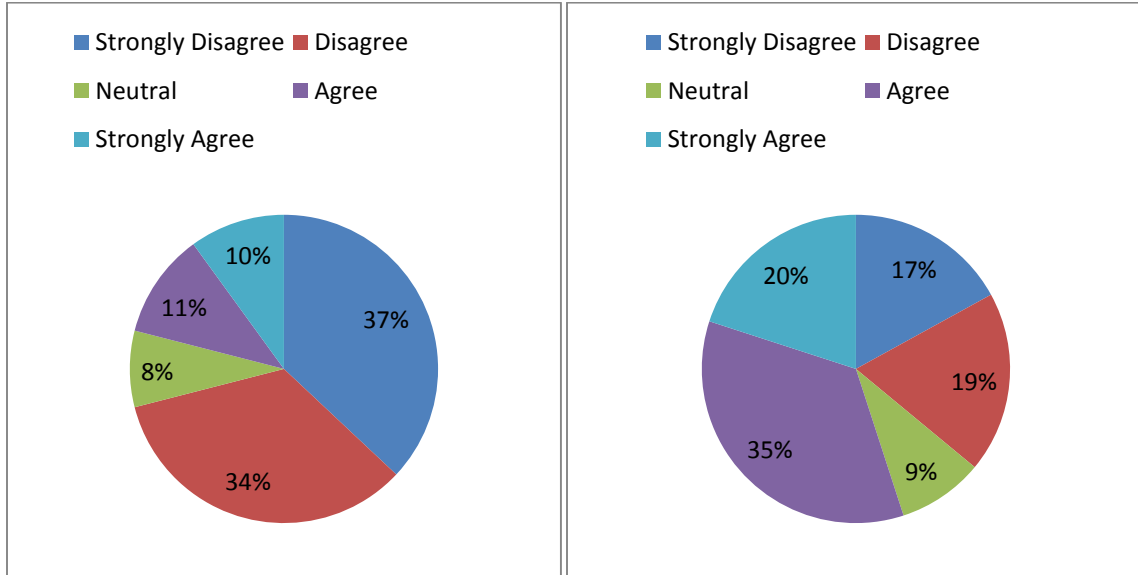
Respondents: When respondents were asked whether they postpone the decision- making whenever possible, more than 70% of the respondents denied the fact and stated that they cannot postponed the decisions -making process in any situation because their job is very sensitive and critical and, they have to make quick and strict decisions in adverse situations to handle with them otherwise, it may directly affect the national security of the country. 21% of the respondents stated that in some situations they postponed the decisions- making like ground IT operations, maintenance operations etc. In civilian segment, 55% of the respondents agreed with the fact that sometimes they postponed the decision while sometimes not and, it all depends upon the situation. They stated that they postponed the decision when whole team is not available or when resources are not available to implement the decision while 36% of the respondents showed their disapproval to this fact and stated that they do not postpone the decisions whatever is the situation.

Q14. I often make decisions on the spur of the moment
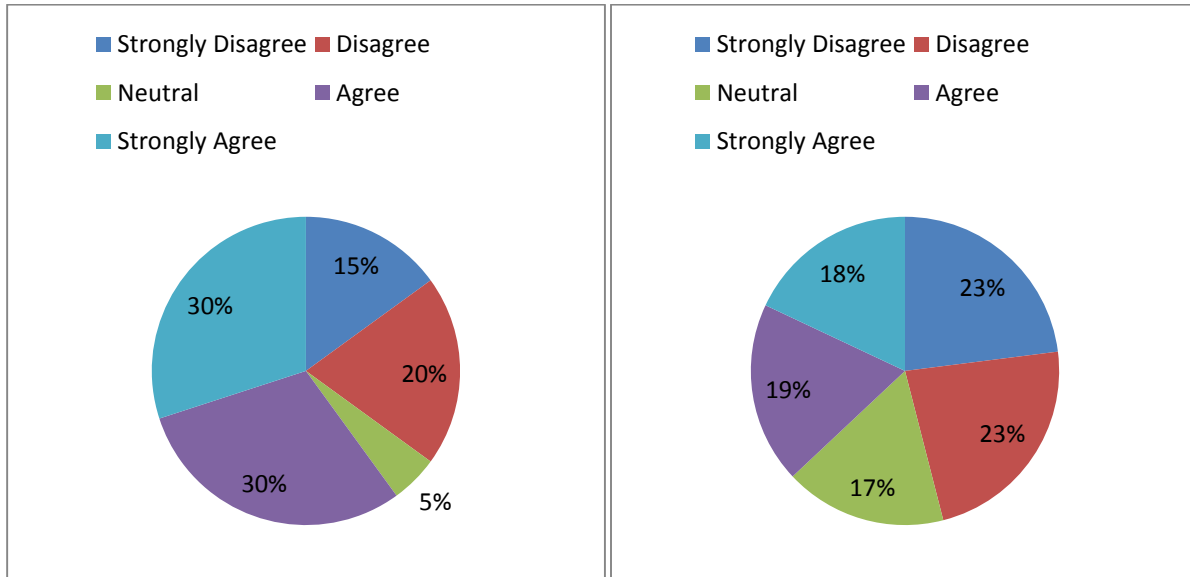
Respondents: Out of total respondents, 60% of the Military respondents stated that they have to make decisions on the spur of the moment due to the response from the opponent in that situation. If they are not prepared then also they have to take decision to respond to the opponent. Decisions under the military activities occur at the spur of the moment during retaliation. 35% of the military respondents stated that are cautious while taking any of the decisions during their exercise or actions. In terms of civilian segment, 46% of the civilian respondents stated that they do not make decisions on the spur of the moments because they are given much time to take any decision or they can delay the decision. They consider that taking decisions on the spur of the moment can be critical to an organization while 37% of the respondents stated that they often take the decisions on the spur of the moment due to the lack of time and deadline from the client.

Q15. I am inclined to scan through reports rather than read them in detail
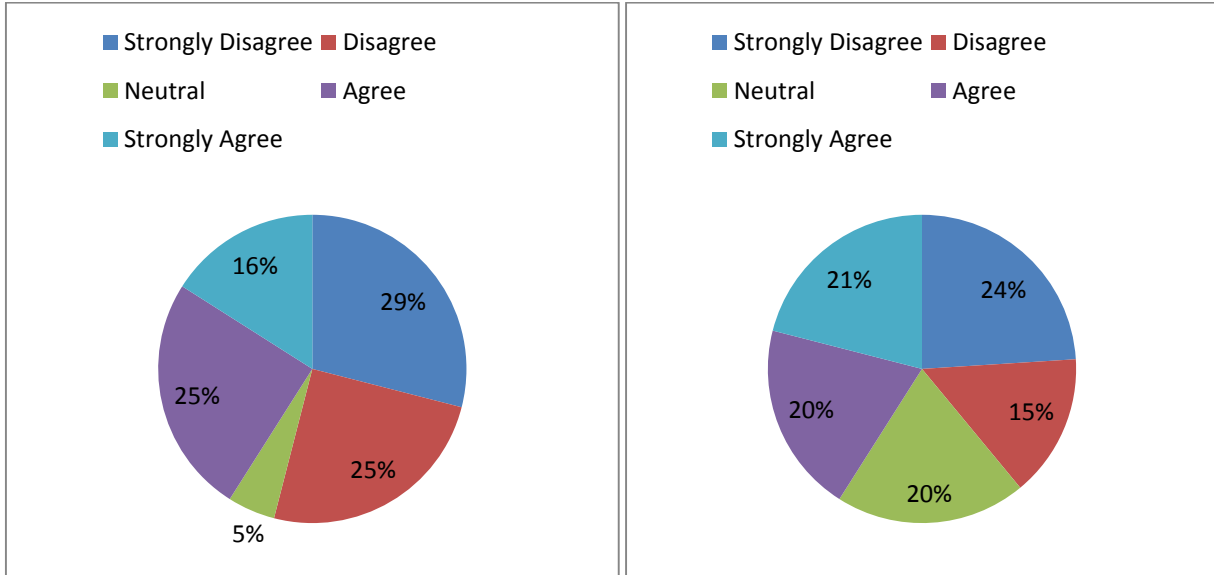
Respondents: Out of total military respondents, more than 50% of the respondents stated that they read the reports in detail in spite of just going through them because at many times, there are many points that are missed out in just going through the reports. In military while taking any decisions it is required to read each and every report in detail to understand the situation if they have time but, if the situation is critical and they don't have time to read the reports in that situation 31% of the military respondents suggested just going through the reports and taking the decision. Further, around 40% of the military respondents stated that they do not take decisions until they read each and every report in detail because reports of previous years tells about the strategies adopted previously and their outcomes. On the basis of review of the previous year's results new decisions are made.

Q16. My philosophy is that it is better to be safe than risk being sorry
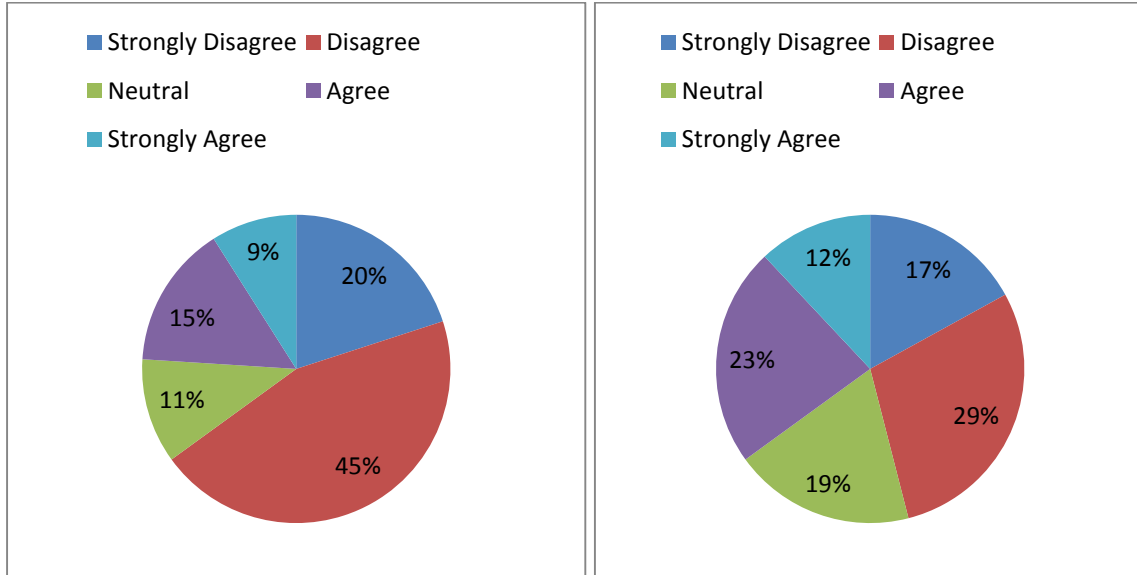
Respondents: Out of total military respondnets 65% of the respondents denied with the fact of being safe than to be sorry because in their job, they cannot take deicisons which are without risk. It means they have to be risk tacker in taking decisions as per the situation. They cant take decision to keep themselves safe because they have to counter attack the opponent and stop them from making the situation worse and hence, they have to take risk. Further, 24% of the respondents stated that in some situation they take safe decisions when other people are involved in the operation. In the case of civilian segment, at one side around 45% of the respondents stated that they take risk in making a decision then being risk taker, around 35% of the respondents stated that they try to keep be safe than taking the risk for which they feel sorry after some time.

5.2 T-Testing and ANOVA Analysis

ANOVA stands for Analysis of Variance. It is a statistical technique that assesses the potential differences in a scale level dependent variable by a nominal-level variable which has two or more categories. For example, an ANOVA can examine the potential differences in the decision- making

behavior based on the country (China, USA, UK, UAE etc.). The ANOVA was developed by Ronald Fisher in the year 1918, by extending the t-test and z-test, which have the problem for only allowing the nominal level variance to have just two categories. ANOVA test is also called the Fisher analysis of variance. ANOVAs are used in three ways: one-way ANOVA, two-way ANOVA, and N-way Multivariate ANOVA (Laerd, 2017).

A One-way ANOVA refers to the number of independent variables and not the number of categories in each variable. In a One-way ANOVA, there is only one independent variable. Here, in this study, One-way ANOVA test is performed to test influence of each of the six independent variables on the dependent variable, (Decision Making) on the basis of their categories (Laerd, 2017).

The second statistical tool used in this study is T-Testing, for testing the hypothesis. In this study, two-sample t-test is conducted by assuming two unequal variances. It simply tests the two samples and check whether or not two independent populations have different mean values on some measure or not. T-value from the table is compared with the alpha value. The lower value of p indicates lower probability of obtaining the result like one that was observed if the null hypothesis was true. Usually, the cutoff value is considered as 0.05 that indicates a 5% chance of obtaining the results like the one that was observed if the null hypothesis was true.

ANOVA testing for Age

Hypothesis 1 asserted that age has an impact on the decision -making process of civilians and military personnel

Table 1: ANOVA Testing: Age Influence on Decision Making

ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	47.111	3	15.704	.557	.644
Within Groups	5524.644	196	28.187		
Total	5571.755	199			

The above table is showing the output of the ANOVA analysis for the variable age and depicting whether there is a statistical significant difference between the group means. To determine whether any of the differences between the two stated means are statistically significant or not, p-value is compared with the significance level, to examine the null hypothesis. As per the above table the significance value is .64 (i.e., p= .64), which is above .05. A significance level of 0.05 indicates a 5% risk of concluding that a difference exists when there is no actual difference. Therefore, there is no statistically significant influence of the different age group people on the decision -making behavior in both the military and civilian segment. Hence, the null hypothesis has been accepted and the alternate hypothesis is rejected.

T-Testing comparison between the males and Females

Hypothesis 2 asserted that gender has an impact on the decision -making process of the civilians and military personnel

t-Test: Two-Sample Assuming Unequal Variances

	Male	*Female*
Mean	30.16666667	31.36
Variance	29.22706935	23.74530612
Observations	150	50
Hypothesized Mean Difference	0	
Df	92	
t Stat	-1.458157233	
P(T<=t) one-tail	0.074101314	
t Critical one-tail	1.661585397	
P(T<=t) two-tail	0.148202628	
t Critical two-tail	1.986086272	

The above table is showing the output of two tail T-Testing for unequal variance for the variable gender. The results are depicting whether there is a statistical difference between the group means. To determine whether any of the differences between the two stated means are statistically significant, P-value is measured as it gives the probability of observing the test results under the null hypothesis. As per the above table the significance value is .14 (i.e., p= .14), which is above

.05. A significance level of 0.05 indicates a 5% risk of concluding that a difference exists when there is no actual difference. Therefore, there is no statistical significant influence of the gender on the decision- making behavior in both the military and civilian segment. Hence, the null hypothesis has been accepted and alternate hypothesis is rejected.

ANOVA testing for Religion

Hypothesis 3 asserted that religion has an impact on the decision -making process of the civilians and military personnel

Table 3: ANOVA Testing: Religion Influence on decision making

ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	54.739	3	18.246	.648	.585
Within Groups	5517.016	196	28.148		
Total	5571.755	199			

The above table is showing the output of the ANOVA analysis for the variable religion and depicting whether there is any statistically significant difference between the group means. To determine whether any of the differences between the two stated means are statistically significant or not, p-value is compared with the significance level to access the null hypothesis. As per the above table the significance value is .58 (i.e., p= .58), which is above .05. A significance level of 0.05 indicates a 5% risk of concluding that a difference exists when there is no actual difference. Therefore, there is no statistically significant influence of the different religion group people, on the decision- making behavior in both the military and civilian segment. Hence, the null hypothesis is accepted and the alternate hypothesis is being rejected.

ANOVA testing for Project Role

Hypothesis 4 asserted that project role has an impact on the decision -making process of the civilians and military personnel

Table 4: ANOVA Testing: Project role Influence on decision making

ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	181.402	3	60.467	2.199	.090
Within Groups	5390.353	196	27.502		
Total	5571.755	199			

The above table is showing the output of the ANOVA analysis for the variable project role and depicting whether there is a statistically significant difference between the group means. To determine whether any of the differences between the two stated means are statistically significant or not, p-value is compared with the significance level to access the null hypothesis. As per the above table the significance value is .09 (i.e., p= .09), which is above .05. A significance level of 0.05 indicates a 5% risk of concluding that a difference exists when there is no actual difference. Therefore, there is no statistically significant influence of the different project role group people, on the decision -making behavior in both the military and civilian segment. Hence, the null hypothesis is accepted and the alternate hypothesis is rejected.

ANOVA testing for Culture

Hypothesis 5 asserted that culture has an impact on the decision -making process of the civilians and military personnel

Table 5: ANOVA Testing: Culture Influence on decision making

ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	29.083	3	9.694	.343	.794
Within Groups	5542.672	196	28.279		
Total	5571.755	199			

The above table is showing the output of the ANOVA analysis for the variable culture and depicting whether there is a statistically significant difference between the group means. To determine whether any of the differences between the two stated means are statistically significant or not, p-value is compared with the significance level to access the null hypothesis. As per the above table the significance value is .79 (i.e., p= .79), which is above .05. A significance level of 0.05 indicates a 5% risk of concluding that a difference exists when there is no actual difference. Therefore, there is no statistically significant influence of the different culture group people, on the decision- making behavior in both the military and civilian segment. Hence, the null hypothesis is accepted and alternate hypothesis is rejected.

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ANOVA testing for Strategic Intelligence Ideas

Hypothesis 6 asserted that strategic intelligence ideas have an impact on the decision-making process of the civilians and military personnel.

Table 6: ANOVA Testing: Strategic Intelligence Ideas on Decision Making

ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	30.054	3	8.983	.212	.512
Within Groups	5501.345	196	27.361		
Total	5532.632	199			

The above table is showing the output of the ANOVA analysis for the variable culture and depicting whether there is a statistically significant difference between the group means. To determine whether any of the differences between the two stated means are statistically significant or not, p-value is compared with the significance level to access the null hypothesis. As per the above table the significance value is .51 (i.e., p= .51), which is above .05. A significance level of 0.05 indicates a 5% risk of concluding that a difference exists when there is no actual difference. Therefore, there is no statistically significant influence of the strategic intelligence on the decision-making behavior in both the military and civilian segment. Hence, the null hypothesis cannot be rejected.

Chapter 6: Discussion of Results

The topic of the study is "the influence of role in joint military / civilian decision-making". A theoretical framework was prepared on the basis of the role theory to understand the each and every determinant of decision- making in both Military and Civilian Society. Under the framework, a total of 6 variables were stated that may influence the decision -making process of Military and Civilians. On the basis of the data collection from both the civilians and military personnel, ANOVA test and T-tests were performed in the data analysis section. The final discussion of the results is derived in this section on the basis of the outcomes of the data analysis section.

Study results stated that the share of the female officials in the military and civil companies is quite low as compared to the male officials. In terms of religion, all categories of Muslims are active in both military and civil organizations such as Sunni Muslim, Shia Muslim, Sufism Muslim etc. In terms of personal feelings regarding the decision taken by the military and civil personnel of Bahrain, it is more important for them to feel the decision is right rather than having a rational reason for that because, military decisions are linked to the lives of people so personal feeling is considered before taking any decision on basis of the provided rational. Military wars are concerned with the national security and people of the country and so, they have to be very logical and practical at the time of taking decisions. If the military personnel consider their feelings first

during the decision -making then, they would not be able to fight with the enemy and gun them down with their bullets because for this, it is required to have string heart with no feelings. At that time, they need to think about their country only not about the life of the enemy and whether he is innocent or not. They have to take strict actions. So the results of the study stated that majority of the military personnel do not consider whether the decision is right as per him rather they consider whether the decision is right for their county's safety and security. On the other hand, civilians do consider their personal feelings for the decisions they will be going to take because in civilian society, personal feelings are given more importance as compared to military society.

The opinion of the military personnel and the civilians are quite different in terms of confirming or double checking the information before making any decisions. In military, officials do not take much time to double check the information source because they have to take instant decisions to overcome the situation and that's why they do not double check the information until they have enough time for taking the decision. While in the case of civilians, there is a tendency to double check the information due to availability of time and loopholes in the system. Civilian employees when receive the information, they send it to other department to know the authenticity of the information.

In terms of decision-making, the results of the study suggested that military personnel are very quick in taking the decisions and they take less time in reaching to a final decision. It happens due to the criticality of the situation in which they are dealing. In military operations, there comes many situations when an enemy attacks very instantly and you have to respond to them more instantly without any failure, in that situation, military personnel have to make quick decision because they don't have other options. The same has been supported by the literature review under which the Kartveit and Jumbert (2014) suggested that Personnel of military are mainly conditioned

for the purpose of making the decisions in quick manner. They have to make a decision with a fraction of seconds.

As per the analysis of the results, it can be interpreted that military personnel make decisions by consulting their senior officials, because these decisions are very critical for the overall country, so if any senior official is present, then every military person takes their advice before taking any action. The same has been supported by the previous studies under which the Gale, (2008) stated that military personnel are mainly trained to figure out the essential inputs and to look forward for guidance from the senior persons with whom once they have mainly exhausted all of the resources and consult their expertise for completing the task. As per the review of literature, the functions of the military organization were quite inherently different and varied from the one, which are related with civilian world. The level of control in the members of military about the decision making is high. As per Gale (2008), professional people in the military world are quite demanding. Authority of decision -making in the military world is being pressurized by the institutions of political sector. While civilians do not follow this trait so seriously and if they have authority then, they do not prefer consulting with other team members. Desch (1998) supported the fact that civilians mainly decide on the basis of the objectives that are related with the actions of military.

As per the results of the study, civilians consider the logics and systems less while making the decisions. Some civilian organizations consider the logic and system behind taking any decision while some organizations do not consider this. It means, for civilians, considering the logics and systems in taking decisions is matter of choice. As per Segell (2015) the societal control enhances the society, but still, these kinds of ideologies are not changing, at least for Bahrain. There are some ideologies in the society that affects the decisions of the civilians.

In some previous studies such as the study conducted by Burk (2002), who stated that military personnel show their resistance towards change and never behaved in an adaptive manner. They are not like civilians in terms of openness. They are very structured as compared to civilians.

The results of the study stated that military personnel hardly postpone any decision while the civilians have the tendency to postpone the decision until the last moment. The same has been supported by the literature review of the study under which, the Feaver and Kohn (2011) stated that civilians can do some work for four months while people working in military have to do the same work in four days.

As per the analysis of the data, it can be stated that the decisions of the civilians and the military personnel are not influenced by their age group. It means age cannot be considered as a factor of influencing the decision making process. All the people of all age group take the decisions as per the situation and their age is not at all a parameter that can influence their decision. The previous studies in the literature review described that age affects the decision- making. According to them, age group influences the decisions taken by the civilians. For example, older people often continue to work on the prominent solutions and take varied important decisions. As per the previous studies older people have advantage in decision making as compared to younger adults. As the age increases people become more cautious about the decisions they make and, they take the decisions that are more secure than risky.

As per the study results in terms of influence of gender on the decision -making behavior of the civilians and military personnel, gender does not influence the decision making behavior of the military and civilian personnel both. It means both male and female take the decisions in same way in any situation. In military, the decisions are based on the situations and not on the army officer's gender who is currently posted to handle that situation. It means, even if there is very

critical situation or even if the opposing enemy is highly aggressive, if the female officer is appointed at that position, she takes the same level of decision as the male officials takes at that point of time. The review of the literature opposes these results of the study. It means as per the previous studies, women mainly make decisions based on emotional levels, whereas men go more with the data and facts. Women generally prefer people's opinion for making decisions. Men use other people's decisions for helping them forming their own opinions. It means the results of the study and the results of the previous studies differ from each other.

Further, the results of the study rejected the fact that decisions of the military personnel and civilians are influenced by their religion. The religion is not at all linked to the decision- making capability of the military personnel because military personnel's decisions are taken keeping in mind the welfare of an overall country and its security and not for a particular religion or a society. So, religion is not at all linked to the decision-making process and it should not be linked to the decisions of the military. The previous study conducted by Blenko, Mankins, & Rogers, (2010) stated that civilian societies and cultures are associated with the religion. That's why the behavior of the people and social norms are mainly associated with the religion of a particular person. It means the decisions of the civilians get influenced by the religion and its norms. So, the review of the literature supported the fact that religion influences the decisions of the civilians but, not the military personnel.

The results of the study stated that designation or role of the military personnel and civilian employees does not influence the decision- making behavior of them. It means, the military personnel do not take the advantage of their role to influence the decisions that are for the safety and security of the overall country and its people. These results are when compared to the results of the previous studies it came into existence that people who hold powerful positions are more

equipped to take better decisions. Smith, Dijksterhuis, & Wigboldus, (2008) stated that role handled by people has an impact on the decision- making process. As per the author, both in military and in civil society, people with higher positions follow a different way before taking any decisions, as they consider all the aspects that will be influenced by the decision.

Further, the results of the study denied the fact that culture does not influences the decision-making behavior of the military personnel and civilian in term of their role. As per the study results the military of a country is not at all concerned with the culture and trails for particular people. For military and in military, all the personnel are considered as the citizen of Bahrain. While taking any decisions related to the promotion, exercise and transfers in military and army of the country, the decisions of the officials are not influenced by the favoritism on the basis of the religion, culture, gender or any other trait. Further, as per the previous studies results' people with varied culture background have varied expectations, norms and values that in turn have the potentials of influencing the judgments and decisions, as well as the subsequent behaviors. As per the previous studies, people who follow cultural traits are more likely to flow the ethical decision -making tactics as compared to those who do not follow cultural traits.

Further, the results of the study denied the fact that strategic alliance ideas influence the decision-making behavior of the military personnel and civilian in terms of their role. As per the study results, the military of a country is not at all concerned with the strategic alliance ideas for particular people. As the strategic alliance ideas are the need of the hour in today's competitive and struggling environment and hence, the military and the civilian organizations of Bahrain are somehow lacking in this concept. While previous studies have focused on establishing the strategic alliance with the other parties for both military and civilians, the results of the study stated no relationship between the military and civilians and the strategic alliance ideas. It means the military

of Bahrain country is not in connection with any third party who can provide them external help at the time of critical situations in the country.

Strengths of research

The strengths of the research are as follows:

- The research study has conducted an in depth analysis of the influence of the role of the military and civilians in terms of decision making. Both civilians and military personnel were considered to collect genuine data.

- The research is able to get the answer to all its research questions as well as it was able to analyze whether various variables of the role do influence the decision -making behavior of the military and civilians.

- The research has stated major recommendations that would be very useful for the both the military and civilians at the time of taking decisions in critical situation.

Limitations of Research

The limitations of the research are as follows:

- The research has collectively performed the AVOVA and T-testing for military and civilians due to which, it became difficult to distinguish the decision -making behavior of military and civilians on the basis of the various variables. It is not always necessary that one variable which is not influencing the decision- making behavior of military personnel would also not influence the decision- making behavior of the civilians.

- The research study is based only on quantitative data. If qualitative research would be conducted then, it would have been able to draw better conclusions and results because decision- making aspect differs from person to person.

- The research has only chosen a very small sample size for both civilians and military personnel while studying the impact of various variables on decision- making behavior. If large sample size were chosen, the results would have been more accurate.

- The research study also had a constraint. The time available for the research was very less. Due to limited time span, the research was not able to expand its data collection to a large audience. The budgetary constraint was also the limitation as gathering and processing of data is very expensive so, the research may lack the expertise to conduct extensive surveys to gather primary data.

- Incompetency of the information is also another major limitation. It is not possible to cull out the information which is authentic. Researches and analysis available cannot be the most truthful.

So overall, the results of the study do not support any type of influences of the age, gender, project role, culture, religion and strategic alliance on the decision- making behavior of the military and civil personnel. The overall results of the study were quite deviated from the results of the previous studies related to the same topic of the study. While in previous studies gender, religion and culture were found to be influencing traits in the decision- making behavior of the military and civil personnel. As per the previous studies, the decisions of the civilians are more influenced by the determinants of the decision- making as compared to the decisions of the military personnel.

Chapter 7: Conclusion and Recommendations

7.1 Conclusion

The study is all about evaluating the behavior of the military and civil personnel in terms of taking decisions and how various determinants influence their decisions. Further, the study investigated whether the decision- making behavior of the civilians and military personnel is same or differ from each other. It is necessary to conduct this study as few studies have been conducted on this topic and very little evidences are available in this context that how different determinants of role influences the decision -making behavior and how it can impact the other people of the country. This study is related to the county Bahrain. No study till yet, has been conducted on this topic in relation to the country Bahrain. This study will be the one to provide the evidences of the decision-making behavior of the military and civilians of Bahrain and what traits influence their behavior. The results of this study will help to know the current traits of decision- making and what trait influences the decision -making of the military and civilians of the country and, whether it is harmful or beneficial for the growth, safety and security of the country.

On the basis of the review of the results produced with the help of the survey and testing, it can be concluded that the military of Bahrain is not influenced by the different six determinants (age, gender, culture, religion, project role, strategic alliances) of decision- making. Their decision-making behavior is unbiased and they do not consider any of the traits of the society before making

any decision. Their decisions are taken by keeping the safety and security of the country and its citizens in mind. The decision -making behavior of the military personnel is quite different from the decision -making behavior of the civilians in terms of urgency, thorough thinking, detailed description, logics & systems, personal opinions, inner sense, delay in the decision, consulting with other people, rational for the decision, assuring the information authenticity, various specified goals, pressure, on the spur of the moment and in terms of safety versus risk.

On the basis of the final discussion of the results and review of the previous studies, it can be concluded that at various points, the decision of the military is taken in a quite different way because they are taken at the urgency of the situation. The results of the study are based on the actual data collected from the military personnel so, although, the results of the study are actual and not concocted yet, results are not as per the expectations as they are quite diverse from the results of the previous studies. The methods used in the study to conclude the results were appropriate. Most of the decisions taken by the military and civilian personnel of Bahrain are programmed decisions due to strict laws of the country.

Overall, the research has come out with my new facts which has not been discovered or displayed by any other previous research study on the same topic. For example, the research stated that decisions taken by the military and civilians in the Bahrain are not influenced by the age and the project profile while the other studies supported this fact. So, as per the results of the study, this study has raised some questions or queries for the future researchers. Such as, does the age really matters for taking more strong and trustable decisions, does the culture of the society really be considered while taking decisions regarding the military operations and civil organizations operations?

So overall, the study has reached to the conclusion that has provided evidences regarding the no influence of the various determinants on the decision making by the military of the Bahrain and the normal civilian organization of the country. The study has significantly provided the individual evidences regarding the military personnel and civilians on the way they take decisions while the study has lacked to provide individual evidences for both military and civil personnel in terms of influence of the age, religion, gender, culture, profile and strategic alliance on the decision- making behavior. Common results have been provided by the study for these determinants. Future researchers can improve the study by evaluating the influence of these six determinants on the decision- making behavior of military personnel and civilian separately.

In terms of limitations, the study lacked to focus on the relationship between the military and civilian personnel. As many previous research studies have revealed the level of relationship between the civil people and military people. According to the previous studies, Etzioni & Amitai, (2013) and Burk, (2002) have emphasized the interest and concerns about the existence cultural gap between the civilian and military people. So even after noticing the issue of cultural gap between the civilians and military personnel, the study has lacked to focus on this cultural gap issue in the case of Bahrain. Some previous studies have denied to conduct the research on the comparison of the decision- making behavior of the military and civilians because according to them, there are not much similarities in the roles adhered by the military people and civilians for taking such kind of decisions, so little evidence were found in the case of comparison of the military and civilian personnel about their decision- making.

7.2 Recommendations

On the basis of the above discussion of the results, some future suggestions are recommended to the concerned personnel.

- It can be recommended to the military personnel that they should consider the level of seniority at the time of taking decisions if the senior officials are present during the decisions- making session or if contact can be made with the senior officials. It is necessary because senior officials have more experience in facing such situations and they can guide the officials to handle the situation more effectively with minimum harm.

- The military do not follow any strategic alliance while taking their decisions the same can be applied in the case of civilians. Strategic alliance is need to be considered by both the segments as it is an agreement between the two parties upon which both the parties agreed to pursue objectives when needed. Hence, considering the strategic alliance while making decisions in military is necessary as it helps during the situation of war when more resources are needed to overcome the enemy. So, military personnel of Bahrain should consider strategic alliances while taking decisions. The same applies to the civilians, because a single person with any help of the partners or resources cannot carry out its objectives. It facilitates to pursue an opportunity more quickly and leverage the resources and knowledge of the other party. An alliance can provide easier access to new opportunities and a lower barrier to entry.

- As military personnel are very isolated from the society and they are not open to the civilians that's why the Desch (1998) suggested that there should be usage of the training programs in schools and colleges to ensure that the military does not develop monopolies on the type of officers. This suggested that there is a need to have a connection between

the military and civil society, then only the military personnel can take decisions with little influence by the monopolies.

- As per the results of the study, military personnel think of more lawful way as compared to practical way that's why whenever they take decisions, they do not think first whether the decisions are right for the local people and the society. They just take the decisions as per the law of their country. So, it is recommended to the military personnel of Bahrain to consider beliefs and personal feeling about that decision. It will help to know whether the decision is right from the common people's point of view or it is just right from the country's point of view. If they feel that the decision taken by them is right then, they will feel confident in executing the decisions more effectively. Also, the civilians of the Bahrain should be more structured in taking decisions because their decisions are also related to a segment of the society and that's why their decisions should not be influenced by their personal traits and opinions. As per the study, civilians do not take decisions until the pressure is on. This habit need to be dropped out by the civilians.

7.3 Contribution to the Literature

The study was related to the role of different variables in decision -making by the military and civilians of the Bahrain. This research study is the first to consider the Bahrain country for this topic of the study. In order to identify the basic variables that may influence the decision -making of the civilians and military personnel a total of six variables were considered as determinants of decision -making. Evaluating the impact of the various variables on the decision -making has become significant on the current contemptuous situation of the military services in the country. It has become significant to conduct the study and the findings of this research will provide a fruitful

implication for both practitioners and academicians. On the academic side, this study will make a significant contribution to the literature review of the future research studies by examining the influence of the age, gender, culture, religion, project role and strategic alliance ideas on the decision- making behavior of the civilians and military personnel of Bahrain. The current study findings will provide a tentative support for the proposition and that is why it is necessary to identify all those variables that may further influence the decisions at different levels in both the military segment and civilian segment.

7.4 Future Suggestions

Although, this study will make significant contribution to both the academia and practice, the results of the study would be more informative and significant if the perception of the society members were also analyzed through the personal interviews and surveys. In future, the researchers can conduct more insight and two way detailed analysis by including the societal and political members of the country. Further researchers must focus on the special segment of the military and civilians for making decisions.

The study lacks in evaluating the civilians influence on the military decisions as the previous studies have suggested that strategic decisions of the military are influenced by political interfere. The influence of the political firms of a country both positively and negatively influences the decisions of the military and sometimes this influences the decisions in biased manner also. So, it is recommended to the future researchers to focus on the political variable while studying the decision- making behavior of the military personnel. It will help to know whether political influence on the strategic decisions of the military is significant for the military of Bahrain or it is restricting the military personnel from taking actions against those who are threat to the safety and

security of the country. This variable of political influence will make the study stronger and reasonable for the particular country.

As per the limitations of the research, this research study lacked to evaluate the result for the different determinants of decision -making for both military personnel and civilians individually. As the study has calculated the relationship of the different variables on the decision- making behavior collectively so it was not able to state which variable perform differently for civilians and military personnel. Having different evaluation for civilians and military personnel will enable a research to become more informative and comparative. On the basis of the comparison, more important results and suggestions could have been derived. So for future researchers, it can be recommended that separate analysis should be performed for both the military and civilians for all the six variables of decision -making. It will help to know which variables are influencing the military decisions and which variables are influencing the civilian decisions and how decisions of military are being influenced by the civilians because some previous studies have stated that military decisions are influenced by politics so, it is necessary to collect evidence for it in the context of Bahrain.

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