

## The Impact of Gender, Qualification, Age, Original Home on the Leader's Decision making: A Case on Bahrain

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**Abstract:** “One of the most important traits of outstanding leaders – at all levels of organizations – is the ability to anticipate the opportunities and challenges of the future “[6] where decision making and planning is an important part in the process. Although there may be some influences, that may shape and influence the leaders’ decision making process existence of parents during child hood, educational opportunities, age and their original home, but this may have very little influence and does not affect radically in the leading rehabilitation decision making. The study revealed no significant differences in gender, age, family size and educational qualification. While findings confirm the lack of statistically significant differences between the average degree of social life affecting decision making leading rehabilitation due to family social circumstances during their social upbringing. This is attributed to the leaders’ personalities’ influence in their filed.

**Keywords:** decision making, leader, leadership, social factors, leading qualification, self-construction.

### INTRODUCTION

The majority of researchers, theorists, administrators and leaders in different positions agree on the complexity of the decision making process, interlocking components, multiple and differing factors in its formation [2, 3]. Many also find that there is no one unique method in the decision making process and in spite of this, there is an agreement between some researchers on the way (strategy) leader’s decision making depend on two main factors: the nature of the decision making position, and the qualities of the leader (decision maker) [2].

The question arising here is the influence of social life on the decision making and the construction of the leadership personality.

### PROBLEM OF THE STUDY

The phenomenon of the influence of the decision-making process and profile of leadership in the social life have not yet attained full attention in management and organizational behaviour in the Arab world, where the Arabic library lacks such studies. Therefore, this research will add knowledge to the literature.

### HYPOTHESIS

- There is no statistically significant mean difference at (0.05) significance level between the mean of social life degrees which influence leading rehabilitation decision making due to gender (male/female), education level (diploma or lower/bachelor/master or above), and age category

(less than 30 years/from 30 to 40 years/from 41 to 50 years/more than 50 years).

- There is no statistically significant mean difference at (0.05) significance level between the mean of social life degrees which influence leading rehabilitation decision making due to original home area (village/city/capital).
- There is no statistically significant mean difference at (0.05) significance level between the mean of social life degrees which influence leading rehabilitation decision making due to living status of family during childhood age (low/average/good/high) and family income level (constant and stabile/changing as per circumstances).
- There is no statistically significant mean difference at (0.05) significance level between the mean of social life degrees which influence leading

rehabilitation decision making due to family social status during the age of social raising (with both mother and father and stable/with both mother and father but not stable/with father only/with mother only/with one of the family relatives other than mother or father) and parental education level (illiterate/diploma or lower/bachelor/master or above).

**AIM OF THE STUDY**

The descriptive analytical study was used to understand the impact of social life in leading rehabilitation decision making for leaders in Bahrain. This study aimed at investigating the relationship between the various social factors as shown in the hypotheses and the leadership rehabilitation decision making in Bahrain.

**METHODOLOGY**

The descriptive analytical method was followed in this study, using questionnaires aimed at a group of leading personalities in Bahrain from various sectors and social backgrounds. The total sample size included 51 leaders and influential people as well as people who were decision makers.

**LITERATURE REVIEW**

Leadership is an important issue today, and has a great impact on institutions and individuals in the direction of creativity and excellence, and because leaders are responsible for the outputs and morale and the unity of the team spirit and its goals and aspirations, all the developed and developing countries in the world are interested in the rehabilitation of their members who will become leaders. Therefore, it is seen as vital to progress and encourage leaders, excel and develop their personality. Many researchers have worked to study the factors that affect leaders and their ideas and aspirations and feelings, as well as encourage them to take away their potential and behaviors [1]. Given the importance

of leadership, Being a link between members of the community and their future plans and goals, which can embrace the necessary strategies and policies, and take critical decisions [4]. Leadership supports positive aspects of individuals, reducing negative aspects, as well as managing problems that confront them and solve issues with firmness and self-confidence.

Social life is a broad concept of social relationships that surround individuals and socialization that builds the child. The influence of the surrounding community influences the upbringing of the child and reinforces behavior. Social life is the basic rule underlying the personal characteristics of individuals and is the basis in teaching individuals as to what to do and what not to do in the different circumstances facing life. The effect of social life on the child's personality appears since birth [3]. Many aspects of social life exert pressure on the individual through situations, events that contain a lot of anxiety and danger and threat in all areas of life. As such, these attitudes are reflected in all aspects of individual's personality [7] and lead to success,

**ANAYLSIS & RESULTS**

The results revealed very little influence of the various social factors on the leadership rehabilitation decision making as the following paragraphs reflect the answer to the hypothesis.

**Gender**

The means and deviation of the study sample of the most important social life potential which affect making the Bahraini leaders according to Gender, and table (1) shows that that there are no differences in terms of statistics at a level of (0.05) in every scopes according to Gender. Which means that regardless of the gender, decision making process is made and is part of the leader or decision maker and age is not a significant factor. The sample was distributed to 30 males and 21 females and their mean and standard deviation is similar.

**Table-1: The means and deviation of the study sample according to Gender**

	Gender	N	Mean	Std. Deviation	F	Sig.
The focus of parents availability when young	male	30	3.76	0.50	0.136	0.714
	female	21	3.81	0.59		
The center of educational potential	male	30	3.39	0.76	0.011	0.918
	female	21	3.33	0.80		
Affected by friends	male	30	2.99	0.62	2.452	0.124
	female	21	2.77	0.31		
Axis of self-construction	male	30	4.02	0.47	1.132	0.293
	female	21	3.87	0.37		

**Qualification**

The means and deviation of the study sample of the most important social life potential which affect the Bahraini decision making according to Qualifications

shows that the means and deviation of the study sample are the same (refer to Table 2). This indicates that the level of education is not very significant in the leaders' decision making; it does play a role but not a major role.

**Table-2: The means and deviation of the study sample according to Qualifications**

Qualification	n		The focus of parents availability when young	The center of educational potential	Affected by friends	Axis of self-construction
diploma and least	7	Mean	3.74	3.84	3.23	4.25
		Std. Deviation	0.72	0.83	0.91	0.54
bachelor	15	Mean	3.71	3.48	2.87	3.71
		Std. Deviation	0.60	0.73	0.45	0.33
master and above	29	Mean	3.82	3.18	2.84	4.02
		Std. Deviation	0.46	0.74	0.42	0.40
Total	51	Mean	3.78	3.36	2.90	3.96
		Std. Deviation	0.53	0.77	0.52	0.43

**Age**

The means and deviation of the study sample of the most important social life potential which affect the Bahraini according to Age. This shows that age

does not play a major role the decision making process. Looking at the age groups in Table 3 shows very little difference among the age groups.

**Table-3: The means and deviation of the study sample according to Age**

Age	n		The focus of parents availability when young	The center of educational potential	Affected by friends	Axis of self-construction
less than 30 years	12	Mean	3.84	3.50	2.68	3.75
		Std. Deviation	0.40	0.59	0.27	0.35
between 30-40 years	22	Mean	3.81	3.27	2.96	3.96
		Std. Deviation	0.44	0.85	0.51	0.40
between 41-50 years	17	Mean	3.69	3.38	2.98	4.11
		Std. Deviation	0.72	0.79	0.64	0.48
Total	51	Mean	3.78	3.36	2.90	3.96
		Std. Deviation	0.53	0.77	0.52	0.43

**Original home**

The means and deviation of the study sample of the most important social life potential which affect making the Bahraini leader or decision maker according

to Original home, and the table (4) shows that there is very little influence of the home town of the sample on the decision making process.

**Table-4: The means and deviation of the study sample according to Original home**

Original home	n		The focus of parents availability when young	The center of educational potential	Affected by friends	Axis of self-construction
village	8	Mean	3.83	2.93	2.97	4.03
		Std. Deviation	0.32	0.73	0.53	0.50
city	24	Mean	3.95	3.56	2.92	3.99
		Std. Deviation	0.36	0.83	0.60	0.43
capital city	19	Mean	3.53	3.30	2.85	3.88
		Std. Deviation	0.69	0.64	0.42	0.42
Total	51	Mean	3.78	3.36	2.90	3.96
		Std. Deviation	0.53	0.77	0.52	0.43

**The physical condition of the family**

The means and deviation of the study sample of the most important social life potential which affect making the Bahraini leader according to the physical condition of the family shows there are no differences in

terms of statistics at a level of (0.05) in every scopes according to the physical condition of the family (refer to Table 5).

**Table-5: The means and deviation of the study sample according to the physical condition of the family**

The physical condition of the family		N	Mean	Std. Deviation	F	Sig.
The focus of parents availability when young	stability	45	3.83	0.49	1.946	0.169
	changing	6	3.35	0.71		
The center of educational potential	stability	45	3.40	0.80	3.841	0.056
	changing	6	3.04	0.33		
Affected by friends	stability	45	2.91	0.54	0.168	0.684
	changing	6	2.83	0.40		
Axis of self-construction	stability	45	4.00	0.42	0.041	0.84
	changing	6	3.62	0.38		

**The social status of the family during socialization**

The means and deviation of the study sample of the most important social life potential which affect the Bahraini leader or decision maker according to the social status of the family during socialization, because of the

small study sample, the researcher has ignored the 'with father only' and 'with mother only'. Table (6) shows that there are no differences in terms of statistics at a level of (0.05) in every scope according to the social status of the family during socialization.

**Table-6: The means and deviation of the study sample according to the social status of the family during socialization**

The social status of the family during socialization		N	Mean	Std. Deviation	F	Sig.
The focus of parents availability when young	stability with parents	47	3.77	0.51	1.472	0.231
	without stability with parents	3	3.72	0.92		
The center of educational potential	stability with parents	47	3.42	0.75	0.02	0.889
	without stability with parents	3	2.63	0.90		
Affected by friends	stability with parents	47	2.91	0.53	0.083	0.774
	without stability with parents	3	3.00	0.42		
Axis of self-construction	stability with parents	47	3.96	0.44	1.346	0.252
	without stability with parents	3	3.72	0.22		

**Educational level of parents**

The means and deviation of the study sample of the most important social life potential which affect the

Bahraini decision maker according to Educational level of parents is not significant in the process of decision making for the leader (see table (7)).

**Table-7: The means and deviation of the study sample according to Educational level of parents**

Educational level of parents	n		The focus of parents availability when young	The center of educational potential	Affected by friends	Axis of self-construction
illiterate	22	Mean	3.69	3.01	2.95	3.98
		Std. Deviation	0.54	0.74	0.66	0.46
diploma and least	21	Mean	3.84	3.67	2.77	3.89
		Std. Deviation	0.48	0.59	0.39	0.44
master and above	6	Mean	3.74	3.39	3.08	4.09
		Std. Deviation	0.73	1.05	0.33	0.38
Total	49	Mean	3.76	3.34	2.89	3.96
		Std. Deviation	0.54	0.77	0.53	0.44

**CONCLUSION**

Leadership and decision making is considered as hot topics today in the rapidly changing world. Leadership rehabilitation decision making is a topic that is not well covered in the Arab world with little literature covering this aspect. This is where this research paper

comes in to add value to the literature. The study examined the impact of social life such as gender, age, original home, qualification of the parents on the decision-making in the Kingdom of Bahrain, the influence of social life and the circumstances in which the individual goes through the formation of his or her

personality. The views of decision makers regarding different aspects of life in general and the qualities they acquire from the surroundings and the environment in which they live. The purpose of the research is to extrapolate the reality from the study sample and generalize the results it has produced, and not to purely answer a set of questions and hypotheses. The study revealed the factors that contribute to the decision maker's personal composition and the development of the qualities of leadership in that individual, where successful leadership contributes to the development of the institutions that these leaders occupy and thus contribute to the development and progress of the state, the individual lives in his or her life. The results revealed no significant differences in all the factors at the level of (0.05).

#### **RECOMMENDATIONS & PROPOSALS**

This research can be further investigated and expanded by including a larger sample size and more organizations. Perhaps other researchers could collaborate to produce a more in-depth analysis and include interviews also. There is a need to develop awareness-raising and training programmes in leadership to rehabilitate the young leaders in schools and universities and this step was taken in Bahrain since the late 90s. The training would be aimed at leadership and decision-making skills through the establishment of

centres specializing in leadership training and development. Other suggestion is to provide the necessary support to research practitioners in these areas.

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