



RESEARCH ARTICLE

THE IMPACT OF SOCIAL LIFE IN LEADING REHABILITATION DECISION MAKING, A CASE OF BAHRAIN (A DESCRIPTIVE ANALYTICAL STUDY)

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ABSTRACT

Leadership and decision making is becoming more popular nowadays, with complex environments and new markets and rapid changes. Some elements of social aspects may play a role and influence decision making. Although there may be some influences, that may shape and influence the leaders' decision making process such as educational opportunities, existence of parents during the leader's childhood, influence of friends and self development. The purpose of this research was to investigate the relationship between such social elements and the leader's rehabilitation decision making in Bahrain with a sample of 51 leaders, influential people and decision makers in various sectors in Bahrain. The study revealed no significant differences in all the factors except for self development where it revealed that it does play a role in the leadership rehabilitation decision making. This is attributed to the leader's personality and self achievement influence in their field.

INTRODUCTION

It has been noted that research on the topic of leadership in various disciplines has grown rapidly in the last two decades. Indeed, some disciplines, such as healthcare, education, and engineering, have their own leadership literature (Megheirkouni, 2018). A leader's legitimacy in Bahrain according to AlHashemi (2006) is sanctioned by tradition. Such norms of leadership, deeply rooted in the country's history and culture, although having withstood the test of time, the onslaught of modernisation and massive transformations in the infrastructure. The results of this research highlight the changes in the use of leadership styles and thus decision making. Understanding the mindset of leadership and their backgrounds is essential in today's complex work environments (Danylova, & Salata, 2017, Enright, Pam, & Meghan, 2018).

Research Questions

- 1- What is the influence of educational opportunities that existed in childhood in leading rehabilitation decision making?
- 2- To what extent does the existence of parents in childhood contribute towards leading rehabilitation decision making?

- 3- What is the effectiveness of having friends influence leading rehabilitation decision making?
- 4- How does self development influence leading rehabilitation decision making?

Aim of the Study

This study aimed at investigating the relationship between leadership rehabilitation decision making and the leader's education, existence of parents in childhood, the influence of friends and self development. The study was carried out in Bahrain, targeting leaders, decision makers as well influential individuals in various sectors.

MATERIALS AND METHODS

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 influential people as well as people decision makers.

Literature Review

Leaders are change agents who are involved in the process of gradually transforming an organization (Ross, 2015). Leadership and decision making are considered vital in today's

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organizations, and the need to understand what influences decision making is continuously capturing the attention of researchers and scholars (Megheirkouni, 2018; Chand, 2017; Martin, 2006; AlRashoodi, 2002). According to Ross (2015), to lead requires social skills because leaders rely on others to perform most of the actual work involved in turning the vision to reality. A leader should be able to inspire others to undertake such changes and move an organization to achieving its targets. To understand the process, Martin (2007) captures on the stages of decision making and presents four stages in the decision-making process and distinguishes between conventional thinkers and integrative thinkers in decision making. The following are the four stages: 1) determining salience: which factors to take into account 2) analyzing causality: analyzing how salient features relate to one another 3) envisioning the decision architecture: based on the first two steps, leaders are now ready to turn to the decision itself 4) achieving resolution: looking into what needs to be looked at further. The four main social elements that are considered as influencers in leading rehabilitation decision making are as follows: 1. educational opportunities that existed in childhood, 2. the existence of parents in childhood, 3. having friends 4. Self-development. We will explain each factor in the following paragraphs.

Educational opportunities: play a role to a certain extent, however there have been many successful stories that have not had the educational background yet they have managed to reach success and achieve (Alrawahi & Samari, 2018).

Existence of parents in childhood: According to Ross (2015 p.19), the dynamic interplay among family members shapes, through reinforcement, the learned experiences from pre-natal days. For instance warm, nurturing and positive situations lead to positive experiences which lead to the development of adaptive abilities.

The plan represents a systematic attempt to organize self-leadership development activities into training programs that have clear vision and goals. Leaders here have the control to alter to their experiences by learning and adding knowledge as well as educating themselves (Ross, 2015). According to Maidique & Hiller (2018), people are capable of continued development with their career and life priorities change over time. As individuals mature, they are more likely to be concerned with a legacy and making a lasting or even transcendent impact.

ANAYLSIS & RESULTS

Answer to Question 1: The influence of educational opportunities that existed in childhood, the results showed no significance meaning that educational opportunities that was given to the leaders or decision makers in their childhood did not play a major role in their lives today, it was important but not major and this can be seen in Table (1) which shows that means and standard deviations. All scales is about (3.36) and std. deviation is (0.77) with mid-grade. Regarding the first question in the table: "There were high schools and universities that matched my skills and future directions" with a high mean which is about (3.86). As for "The secondary school environment encouraged me to make decisions that contribute to building my personality" scores (3.80) mean. "In the middle school there were various school activities such as radio, scouting and many more" scores (3.61). Finally, the article (15) of "I have attended summer or training courses at a young age" is the lowest ones with (2.61) mean.

Answer to Question 2: To what extent does the existence of parents in childhood contribute towards leading rehabilitation decision making?

Table 1. The means and Std. Deviations Texts of the center of educational potential

Series	N	Texts	Mean	Std. Deviation
1	20	There were high schools and universities that matched my skills and future directions.	3.86	1.04
2	21	The secondary school environment encouraged me to make decisions that contribute to building my personality.	3.80	0.96
3	19	In the middle school there were various school activities such as radio, scouting and many more.	3.61	1.13
4	18	I was inspired and encouraged by the duties and burdens of school in the junior high school.	3.51	1.07
5	16	I was inspired and encouraged by the school environment in the junior high school.	3.37	1.23
6	22	School activities contributed to my character formation	3.33	1.19
7	17	Teachers in the middle school helped me overcome many problems and were always close to me.	3.20	1.18
8	14	I attended pre-primary kindergarten	2.96	1.88
9	15	I have attended summer or training courses at a young age	2.61	1.60
		All scales	3.36	0.77

Having friends: A leader needs others to participate in the change process that he or she proposes and they would provide feedback to learn if the personal changes are having an impact (Ross, 2015) and the others may be colleagues, employees and or friends. Ross adds that supportive relationships in friends would provide a stability in an individual. However, through the findings of this research, friends have an influence but not significant. This is also supported by another study (AlRawahi & Samari, 2018) that reveals friends play a minor role in the decision making process.

Self-development: is a process and not a single event according to Ross (2015), where the individual creates a plan with related activities and clear goals.

The results showed no significant findings as the existence of parents during a leader's childhood and upbringing does not play a major role in influencing the decision making process. Referring to Table (2), we find all scales is around (3.78) and Std. deviation is (0.53) with mid-grade. Series 1 from the table had a high mean of (4.88), followed by the second series with scores of (4.82) mean and that followed by series 3, 4 and 5. The rest of the series had lower means indicating very little influence.

Answer to Question 3: The focus of Affected by friends

The results revealed no significance as can be seen from Table (3) which shows means (2.90) and standard deviations (0.52) for all the scales.

Table 2. The means and Std. Deviations Texts of the focus of parents availability when young

Series	N	Texts	Mean	Std. Deviation
1	2	The presence of both father and mother raised in me a reassurance.	4.88	0.33
2	1	The presence of my father or mother in childhood permanently.	4.82	0.52
3	11	My mother is anxious to meet my psychological needs.	4.29	0.97
4	8	My father or mother is reluctant to pursue my educational affairs.	4.16	1.07
5	3	The presence of my father and mother always made me observe their actions and try to imitate them.	4.06	0.86
6	12	My mother is interested in forming my personality of independence.	4.04	1.08
7	10	My father is keen to have controls and rules in the house binding to family members.	3.98	0.81
8	13	My mother is keen to practice my favorite hobbies.	3.90	1.17
9	7	My father cares about giving freedom of expression and choice.	3.67	1.07
10	6	My father is keen to provide alternative and new ways to solve problems.	3.47	1.07
11	5	Both parents of my father or mother are allowed to share their decision-making.	3.22	1.10
12	4	The lack of father or mother make other external incentives affect my decision-making	2.59	1.25
13	9	My father objects to school activities.	2.02	1.24
All scales			3.78	0.53

Table 3. The means and Std. Deviations Texts of The focus of Affected by friends

Series	N	Texts	Mean	Std. Deviation
1	26	I was influenced by the opinions of my friends in decision-making.	3.43	4.31
2	33	My friends gave me protection and support in many situations.	3.37	0.89
3	28	My friends and groups around me were experienced, educated and wise.	3.33	0.82
4	31	I have done and performed many roles and tasks in the service of my friends	3.31	1.12
5	32	My friends share a lot of interests and tendencies	3.18	0.87
6	24	I was constantly comparing my performance and my friends' performance.	2.94	1.09
7	27	My friends helped me develop my skills.	2.90	0.78
8	29	I set my goals in line with the goals of my friends.	2.55	1.03
9	25	I imitated the actions of my friends, and I took them.	2.53	0.95
10	23	I lacked the right number of friends in my life	2.31	1.32
11	30	Loyalty and devotion to my friends and my group gave up on many goals, tendencies and orientations.	2.06	1.09
All scales			2.90	0.52

Table 4. The means and Std. Deviations Texts of The focus of Self-construction axis

Series	N	Texts	Mean	Std. Deviation
1	47	I take responsibility for making my decisions.	4.59	0.61
2	48	I try to benefit from my experiences and experiences of others.	4.43	0.67
3	43	I believe in my ability to successfully perform various tasks.	4.33	0.65
4	44	I am proud of my achievements and my abilities and qualities.	4.33	0.84
5	38	I make my decisions after careful examination of the issue, analyzing its aspects and evaluating the information available to me.	4.27	0.67
6	41	I am a person who is in harmony with the people around me.	4.25	0.69
7	37	Look at issues and issues realistically.	4.18	0.84
8	40	I am interested in sharing my feelings and thoughts when communicating with others.	4.18	0.82
9	34	I am able to distinguish strengths and weaknesses in myself	4.10	0.70
10	42	I can organize my time and manage it effectively.	3.88	0.91
11	45	I set specific time-frames for development with specific and realistic objectives.	3.84	0.99
12	51	Keeping reading and seeing everything new is my priority	3.80	1.17
13	36	I can adjust my own emotions in difficult situations.	3.75	0.82
14	35	I accept the negative criticism of others for myself	3.63	0.96
15	50	I experiment and test new ideas and analyze their results and impact	3.63	1.02
16	39	I made my decisions based on my sense and my inner sense	3.57	0.99
17	46	I am very reluctant to seek help and asylum for others.	3.31	1.09
18	49	I participate in various educational activities	3.18	1.14
All scales			3.96	0.43

Series 1 and 2 had high means with (3.43) and (3.37) which indicates that these two factors along with series 3 and 4 have more influence on the leader's rehabilitation decision making.

Answer to Question 4: How does self development influence leading rehabilitation decision making?

Results shows that self development reflected significant scores which means that what influences the leader's decision making is their development and inner motivation as well as their achievements. Referring to table (4) shows that means and Std. Deviations are (3.96) and (0.43) with high grade. The highest scores are attributed to taking responsibility for their decisions with a high mean of (4.59), benefiting from their experiences and experiences of others (4.43) mean, believing in their ability to successfully perform various tasks (4.33).

Conclusion

Leadership is considered as a crucial topic today, where it makes a difference in the moral level of an organization (Maccoby, 2007). Most of the leaders talk about their long experiences and how it helped in shaping their organisation, in terms of progress, development and success (AlHashemi, 2006). Maccoby (2007) explains that people transfer experiences and emotions from past relationships onto the present. Such past relationships might be with parents, families and friends that effect people's expectations, performance, emotional level and behaviour. The aim of this study is to investigate the relationship between leadership rehabilitation decision making and the leader's education, existence of parents in childhood, the influence of friends and

self development. The study was carried out in Bahrain targeting 51 leaders and decision makers as well as influential people. The results of this research showed no significance for all the factors except for self development, where the results revealed that this factor has an impact on the leader's rehabilitation decision making.

Recommendations & Proposals

This research can be further investigated and expanded by including a larger sample size within Bahrain and more organizations including family run businesses. Perhaps other researchers could collaborate to produce a more in-depth analysis and include interviews also with expanded time frame. There is a need to develop awareness-raising and training programmes in leadership to rehabilitate the young leaders in schools, institutions and universities. This step was initiated and 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 suggestions are to provide the necessary support to research practitioners in these areas. Furthermore, studies can be carried out in other Gulf countries and comparisons made to find the similarities and differences as well as the uniqueness of cultures and backgrounds across.

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